ZONE 19 STRATEGIC DEVELOPMENT PLAN

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CAPITAL COAST DEVELOPMENT ALLIANCE

January 1998

Ours is a vision of a progressive people committed to life long learning, embracing new challenges with confidence to achieve economic prosperity, community well-being and personal excellence through individual and collaborative efforts.

Ours is a vision of a vibrant region with a supportive entrepreneurial climate which fosters equal opportunity while preserving our cultural and natural heritage.

The Capital Coast Development Alliance (CCDA) has relied upon the efforts of many different individuals and organizations in this planning initiative. We have met with many stakeholder groups and invited the participation of all zone residents in the preparation of our Plan. Throughout our consultation sessions and follow-up discussions, one theme continued to emerge - the importance of the support, participation, and commitment of all people in the Zone to development.

Employment is created by individuals and groups through either establishing a new enterprise or expanding an existing business and is generated in any sector - private, public or third (not-for-profit/ volunteer). People create the entrepreneurial and investment climate that leads to growth and development yet their ability to create and participate is influenced by individual circumstance. The ability of all people to participate in economic development and avail of employment opportunities depends on many social and economic considerations. A well-educated labour force requires a commitment to education from "cradle to grave". Early childhood education and lifelong learning are important components of this process.

CCDA believes that by investing in people we are investing in our business, our community, our culture, in essence our future. It is for this reason that CCDA has chosen to integrate social and economic development and why our plan is no longer a strategic economic plan but a strategic development plan that focuses on the simultaneous advancement of our social and economic environments. Encouraging and facilitating the participation of all in development will lead to success.

To those who have committed so much of their time to the creation of our Strategic Development Plan, I say thank-you. I would personally like to thank the Board of Directors of CCDA for their time energy, creativity and initiative to the crafting of our first Strategic Development Plan. To Robert Pitt, Trudi Brake, Paul Hanlon, Mike Bruce, Paul Fleming, Gary Follett, Gary Gosine, John Hennebury, Peter Kent, David King, Elizabeth Lawrence, Ramona McCarthy, John Morris, Margaret O'Driscoll, Florence Power, Penelope Rowe, Frank Taylor, Anu Varsava, and Marie White - my heartfelt gratitude. To the staff of CCDA and to our consultant - Christine Hollett - your dedication, commitment and expertise made our job a lot easier.

Finally, to those who would like to participate in the implementation of our plan - "welcome" to what promises to be a very exciting, sometimes frustrating, yet immensely rewarding experience as we strive to achieve "prosperity, community well-being and personal excellence" and "equal opportunity while preserving our cultural and natural heritage". It is only through the efforts of

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Siobhan Coady
Chair
Capital Coast Development Alliance

EXECUTIVE SUMMARY

The Strategic Development Plan for Zone 19 was built on the efforts of many individuals and organizations and was led by the Capital Coast Development Alliance (CCDA), a nineteen-member volunteer Board of Directors. The Board of Directors represents many different sectors including business, labour, municipalities, education, community economic development and community social development as well as individuals. The current membership of 390 people continues to reflect the diverse partnership in community development.

The establishment of CCDA and the implementation of the planning process was the result of the collaborative efforts of governments and regional development groups to establish regional economic development boards in geographic zones around the Province that would foster community-led economic development. CCDA represents Zone 19, the Northeast Avalon Peninsula and includes the following communities: Avondale, Bauline, Colliers, Conception Bay South, Conception Harbour, Flatrock, Freshwater, Harbour Main-Chapel Cove-Lakeview, Holyrood, Lance Cove, Logy Bay-Middle Cove- Outer Cove, Marysvale, Mount Pearl, Paradise, Petty Harbour-Maddox Cove, Portugal Cove-St. Phillips, Pouch Cove, St. John's, Torbay, and Wabana.

CCDA began its planning initiative with a visioning exercise and an independent examination of the Zone's strengths, weaknesses, opportunities and threats. This process resulted in the development of a series of draft goals, guiding principles, objectives and action plans which were subsequently brought out to the community for input on the directions outlined. Many community, sector and task force meetings were held and valuable feedback was obtained. However, public participation is still required and mechanisms for increasing this participation must be investigated.

The vision adopted by CCDA and supported by the community states that:

> **Ours is a vision of a progressive people committed to life long learning, embracing new challenges with confidence to achieve economic prosperity, community well-being and personal excellence through individual and collaborative efforts.**
>
> **Ours is a vision of a vibrant region with a supportive entrepreneurial and investment climate which fosters equal opportunity while preserving its cultural and natural heritage.**

The achievement of this vision will be guided by the following principles:

X uphold a positive work ethic which fosters continual striving for excellence;
X maximize employment;
X maximize the benefits of our resources;
X conserve, preserve and protect our clean, wholesome environment; and
X integrate economic policies and activities within a social development framework of

equity, equality and fairness.

The selection of goals and objectives and identification of action plans is framed by the environment within which we operate. Globalization and "borderless markets" as well as technological innovation continues to provide both opportunities for new market and product development and intense international competition. Environmental sustainability is key as greater efficiencies and maximized use of our natural resources is sought. An aging population implies a growth in the types of services required by seniors but also places additional demand on public services at a time when governments are practising fiscal restraint. A well-educated, healthy and flexible labour force is necessary to avail of these opportunities.

This Province continues to be focussed on the international marketplace. The development of a skilled and highly educated workforce, an accelerated growth of advanced technology businesses and sophisticated telecommunications system such as wireless communications and fibre optics, world-class research facilities, competitive tax structures, large parcels of undeveloped land, substantial natural resources and an attractive lifestyle and quality of life, positively positions this Province to avail of the many opportunities provided by globalization. Zone 19, with its critical mass of people, business and support infrastructure, low costs to do business, its role as the Provincial business and service centre and as the seat of Government make it an attractive place to do business.

To ensure that all individuals prosper, CCDA has chosen investing in people and social and economic integration as the foundations upon which all other goals have been built and is the predominant theme that runs throughout our plan. Our premise is simple. Economic growth does not guarantee social well-being for all nor has it provided sufficient jobs to meet the employment needs of many people. The human consequences of unemployment translate into problems of desperation, poverty and out-migration. Businesses feel the impact through a less-educated workforce, reduced purchasing power among individuals, increased taxation, and pessimistic attitudes. It is because of this relationship that CCDA has chosen to develop a Strategic evelopment Plan built upon a foundation of social and economic integration and investment in people.

To achieve this integration and investment, CCDA will: increase the knowledge and understanding about social development and its inherent links to economic development; endorse the development of meaningful social and economic indicators; and broaden the understanding of the critical elements of human resource development; be vigilant to the needs of the unemployed and seek methods of enhancing employment creation in all sectors (private, public and third).

To provide business, communities, and individuals with the capabilities necessary to avail of opportunities, CCDA will encourage, support and coordinate business development, support organizations and communities within the Zone and promote public participation in the planning process. Three goals of encouraging community participation, enhancing entrepreneurship, investment and job creation, and supporting education and human resource development initiatives have initially been selected by CCDA.

Community participation aims to build a community's commitment, resources and skills, foster public participation in community economic development, encourage cooperation and collaboration among stakeholders and endorse sound development initiatives.

Entrepreneurship, investment and job creation supports the development of an entrepreneurial and investment climate that enables both existing business to remain viable and grow and new business to establish, consequently resulting in the creation of new and additional employment opportunities. It involves the fostering of positive attitudes, the promotion and understanding of the benefits of entrepreneurship, the development of a business-friendly environment, the adoption of quality principles in all sectors, enhanced access to investment, the elimination of gaps in funding availability for business start-up and expansions, and the stimulation of job creation.

Education and human resource development supports a continuum of integrated educational experiences that fosters a commitment to lifelong learning, a work ethic based on personal excellence, and career development linked to personal attributes and realistic employment opportunities. It involves a commitment to our shared responsibility of life-long learning, an identification of future human resource requirements that will enable our people to be productive members of society, and the fostering of increased access, collaboration and linkages among the educational system, business, labour and community organizations.

As well as supporting the foundation for development, CCDA has initially selected four strategic thrusts - export development and internationalization, headquarters, advanced technologies and tourism - as providing significant economic development potential. This does not, however, preclude the importance of other sectors. While we have strived to address as many sectors as opportunities and strengths indicate, time did not permit us to go further. Specific mention must be made of the manufacturing, arts and culture industries. These industries offer significant development potential and it is our intention to begin collaboration with representative of both these industries to identify the issues involved in developing and promoting these industries, and in particular, the type of support CCDA can provide.

Continuing globalization provides considerable opportunities to maximize the export potential of all our industries. To successfully operate in this marketplace requires businesses that are not only internationally competitive but also have the knowledge and ability to identify and access product and market opportunities. To enhance this knowledge and ability requires increased information and awareness of the export potential for local business. Mechanisms to achieve this include building on the existing network of Memoranda of Understanding (MOU's), incorporating entrepreneurship and export development within curriculum, supporting free-trade initiatives, and supporting the growth of the educational services sector.

CCDA believes the Zone has significant potential as a centre for business development in strategic industries such as oil and gas, mineral development and advanced technologies and as a location for head offices and/or main branches of private, public or third sector companies, departments, agencies and organizations. To accomplish this requires the promotion of the Zone's attributes in other provinces, the national and international marketplace.

This Province has developed considerable expertise in advanced technologies, particularly information technology. The Province's geography has contributed to our expertise in such areas as cold ocean technologies, marine management, wireless communication, tele-medicine, distance education, marine biotechnology, digital navigation and geographic mapping. With a core cluster of businesses specializing in a wide range of technology products and world class research and development facilities, Zone 19 is well-positioned to avail of the opportunities presented through continuing technological innovation. To achieve this goal involves coordination and collaboration among all stakeholders in the advancement of the application of science and technology, the promotion of our international by show casing our current success, the creation of a science culture throughout our Province and a positive science culture image, increased application of science and technology in industry and government, the development of experienced management personnel, enhanced access to capital, and acquisition of necessary infrastructure.

The unique resources inherent in the Zone provide considerable opportunities for enhancement and expansion of tourism. With the most developed tourism infrastructure of any Zone in the Province, many attractions related to its historical and heritage resources, and unique physical setting, the foundation is evident. CCDA has reached a consensus that the most significant opportunity for tourism development lies in establishing the Zone as a prime destination for conferences, sporting events and other types of large group attractions. This involves the support and promotion of the Zone as a destination for conferences and other events, the integration of community functions with conferences and conventions, the establishment of a venue of suitable size and characteristics to attract organizers - the Capital Coast Regional Conference Centre, and the development of infrastructure.

To accomplish the above goals and objectives, CCDA has identified 95 action items. While all initiatives are important, CCDA lacks the resources - financial and human - to begin simultaneous implementation of all items. Consequently, CCDA has prioritized the action items and has selected five key actions for immediate implementation.

X Establishment of Task Forces and Working Teams to guide individual initiative. Particular emphasis will be placed on the Task Force of Social and Economic Integration and the Council on Education and Economic Development;

X Development and promotion of a Zonal marketing initiative;

X Strategic investment in our human resources, particularly early childhood education, and including information dissemination about employment initiative and encouraging the exploration of appropriate alternative

CCDA's primary role in the implementation of this Plan is to act as a champion and primary catalyst for development. Our role is to act as a facilitator, encouraging individual initiative in the pursuit of maximized development.

Throughout our planning process, considerable attention was placed on the measurement of results. It is our intention to establish, where feasible, a series of benchmarks - both historical and target - and performance measures to assess progress to our broad strategic goals. The process employed will deliver viable activities that produce measurable results.

To conclude, Zone 19 stands on the threshold of opportunity. By working together and adopting a proactive approach to development, the Zone can transform the challenges of today and seek the opportunities of tomorrow. Innovative approaches to increasing employment opportunities in our communities will only become a reality if they are supported by a common vision, strong leadership, adequate resources, and real community commitment. Our Plan strives to achieve this. The Plan is not, however, a panacea. Rather it is a mechanism for continued dialogue, consensus-building, monitoring and updating - a living document. It is through this process that we will truly be able to successfully compete in the international marketplace and all prosper in the new millennium.

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- Establishment of a Conference Bureau and the attraction of conferences, sporting events and other types of large group attractions; and
- Export promotion and development through such initiatives as an awareness campaign for local business and potential business of the services and tools available to assist them in availing of export opportunities, a luncheon series designed to showcase the experience of individuals and/or businesses in the international marketplace, and a directory of ex-patrict residents willing to act as ambassadors for those interested in developing their export potential.

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1.0 INTRODUCTION

In response to the report entitled, "Community Matters" by the Task Force on Community Economic Development, a collaborative effort of government and regional development groups, Regional Economic Development Boards were formed in geographic zones throughout the Province.[1] These Boards are designed to foster community-led economic development activities, starting with the development of a zone-specific Strategic Development Plan (SDP). This report details the SDP of the people of Zone 19, the North East Avalon Peninsula.

Zone 19 (with a total population of 181,619 in 1996) includes: Avondale, Bauline, Colliers, Conception Bay South, Conception Harbour, Flatrock, Freshwater, Harbour Main-Chapel Cove-Lakeview, Holyrood, Lance Cove, Logy Bay-Middle Cove- Outer Cove, Marysvale, Mount Pearl, Paradise, Petty Harbour- Maddox Cove, Portugal Cove-St. Phillips, Pouch Cove, St. John's, Torbay, and Wabana.

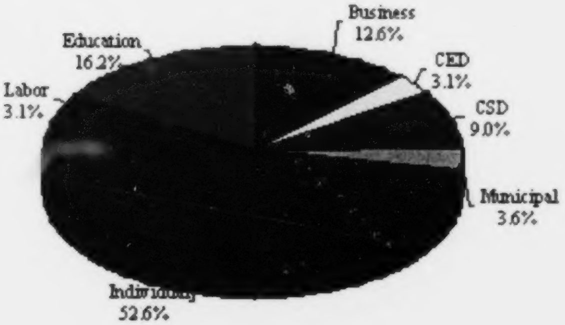
This report is divided into seven chapters. Chapter One provides background information on the Capital Coast Development Alliance (CCDA) and summarizes the planning process employed. Chapter Two combines key trends in the environment - globally, provincially and zonally - with public input, to arrive at an identification of strengths, weaknesses, opportunities and threats. Chapter Three details the vision process and briefly discusses the goals and objectives. Chapter Four highlights the importance of economic and social integration and investing in people, consequently guiding the development of all future goals. Chapters Five and Six elaborate on the individual goals and action plans. Finally, Chapter Seven identifies the priorities and presents the implementation plan.

1.1 CCDA Background and Mandate

The "Community Matters" initiative led to the establishment of a provisional economic development board in each of the zones. The Zone 19 Provisional Economic Development Board was established on July 20, 1995 and tasked with determining the structure and mandate of the permanent board - the CCDA. Subsequently, CCDA, a nonprofit organization governed by a nineteen-member voluntary Board of Directors, was established on April 23, 1996 to provide leadership for economic development in Zone 19.

The zonal approach to economic development is community-based. The diverse representation on CCDA's Board of Directors is clear evidence of this. More specifically, the nineteen-member Board represents the following sectors: business (4 representatives); labour (3 representatives); municipalities (4 representatives); education (3 representatives); community economic development (2 representatives); community social development (2 representatives) and individuals (1 representative). Current membership in the alliance totals 390 and continues to reflect the diverse partnership in community sustainable development. Figure 1.1 illustrates.

Figure 1.1
Membership - Capital Coast Development Alliance



CCDA will perform five leadership functions:

! *provide leadership in the development and implementation of a strategic development plan;*
! *coordinate business development support for investment initiatives;*
! *support organizations and communities within the zone;*
! *coordinate social and economic initiatives relating to economic development;*
! *promote public participation and community education*

Within its mandate of providing strategic focus and leadership for development in the Zone, CCDA will:

! *identify, promote and support priorities for sustainable growth;*
! *document and market the Zone's attributes and encourage increased investment;*
! *influence government policies, regulations and programs to improve the climate for enterprise development; and,*
! *identify and promote appropriate infrastructure enhancements.*

CCDA's role is to act as a champion and primary catalyst for development The CCDA acts as a facilitator, encouraging individual initiatives in the pursuit of maximized activity. There are numerous activities being undertaken by many different stakeholders in the Zone. By adopting a comprehensive approach to development, CCDA will bring together the efforts of these stakeholders - federal, provincial, municipal, business, labour, education, community, third sector and others - to ensure a common focus, to build on and endorse existing activities, and to develop complimentary initiatives. The challenge for CCDA and Zone residents is to maximize stakeholder participation and commitment to the Plan. It is through this provision of continuous support, involvement and resources (particularly financial) that

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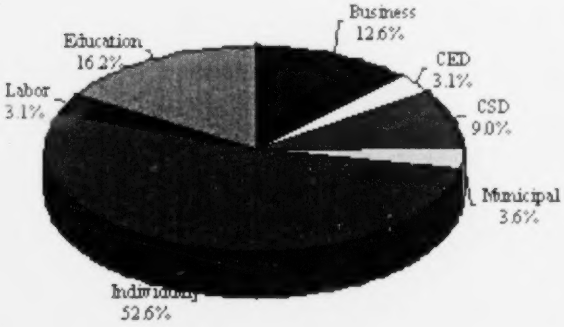

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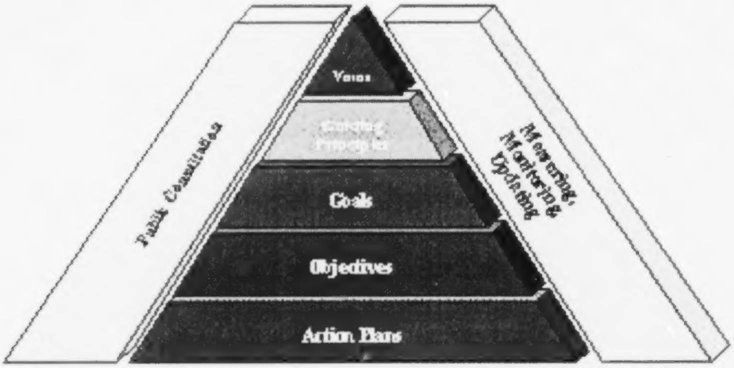
1.2 Process

The planning process began with a visioning exercise by the Board that resulted in the development of a draft statement describing the fundamental values guiding community development within the Zone and CCDA, as well as providing the basis for long-term, community-based action. An independent organization, the P.J. Gardiner Institute, profiled the Zone's physical, economic and social attributes. The CCDA Board then examined the Zone's strengths, weaknesses, opportunities and threats, or SWOT Analysis, and drafted several long-term general goals and fundamental guiding principles. Informal, board-driven meetings were conducted to guide the development of objectives and action plans associated with each of the goals. CCDA then took the draft vision, guiding principles and general goals out to the community for input on the directions outlined. Figure 1.2 diagrammatically illustrates the process employed.

Figure 1.2
Strategic Planning Process



CCDA's strategic planning process has enabled and encouraged community participation during the completion of the Plan and more important, will continue to focus on community participation, consultation and action as the Plan becomes operational. Community, sector-specific and task force meetings were held throughout the spring and summer of 1997.[2] While session summaries are provided in Appendix A, key highlights include: the need for real consultation and collaboration among all sectors and communities; the need for social and economic cooperation; lack of access to information; pessimistic attitudes; and infrastructure requirements. The development of a series of objectives and broad action plans designed to facilitate attainment of the goals flowed from these meetings. While all community, sector and task force meetings provided valuable input into the planning process, mechanisms to increase public participation in future forums will have to be investigated.

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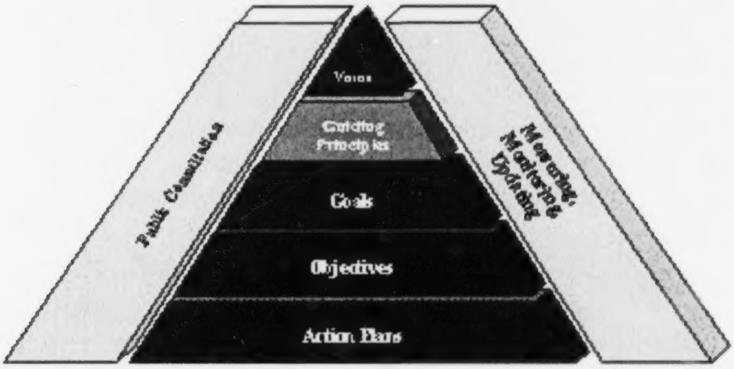

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1.3 Framework for Development of the Strategic Development Plan

CCDA employed a two-stage planning process - strategic and operational. The first stage - the strategic planning process - establishes the broad vision and goals and identifies the action plans. Stage Two - implementation - requires the completion of an operational plan that effectively translates this vision and goals into action. Stage Two involves: the establishment of task forces and working teams to guide completion of the actions; a specific listing of the tasks to be performed; timing of activities; the financial, human and other resource requirements; and the process for continued consultation. The emphasis throughout the entire process is on results and the establishment of targets and measurable performance indicators. These mechanisms allow for the adjustment and amendment of the actions over time, thereby creating a truly "living plan."

The objectives and action plans reflect the mandate of the Zone. The focus is on facilitation and encouragement of individual and community activities. The intent of CCDA is not to duplicate activities of other organizations. For example, many valuable initiatives are being undertaken by Operation Online[3] and the Alliance of Manufacturers and Exporters of Newfoundland and Labrador to enhance economic development. In these instances, CCDA will endorse and support.

The goals have been subdivided into three streams:

! the first stream, through the integration of social and economic development and its emphasis on investment in people, creates the foundation and provides the direction upon which all goals, objectives and action plans are developed;

! the second stream focuses on empowering our communities by facilitating the development of the building blocks necessary to foster growth and build healthy communities; and

! the third stream supports the Zone through its emphasis on strategic thrusts and specific initiatives.

The goals and actions identified are not designed to be an exhaustive list of activities and focus nor indicative of the importance of one sector over another. Rather, they represent a priority list for action as identified by CCDA. Other items may be added to or deleted from this list while still other initiatives may be led by other organizations and endorsed by CCDA. The established timelines are fluid and it will be the responsibility of the task forces and working teams to formalize both the specific actions and timelines.

As the plan becomes operational, the emphasis will be on the identification of targets and the development of indicators that permit the measurement of progress toward achieving the goals. The measurement process will provide the Zone with its greatest difficulty simply because of the lack of data. Data is typically limited or unavailable at the zonal level, and if available is often outdated. Efforts must be made through government and the Zones to develop a reliable and useful database otherwise individual Zone attempts to facilitate economic development will be stymied by the inability to measure progress. It is this process of benchmarking and measurement indicators that truly creates a living document, permitting adjustments and amendments in direction. It is a process that will result in viable activities delivering measurable benefits.

2.0 The World in Which We Live

Strategic plans are shaped by many factors including global trends and circumstances, the provincial environment and the Zone's unique characteristics. They must also be guided by an assessment of individual capabilities, both current and potential.
This Chapter provides the framework within which Zone 19's Plan was developed. Graphic illustrations of the trends and characteristics which framed the Plan can be found in Appendix B.

2.1 Global Trends

The world economy is changing at a rapid pace, including:

- a continuing shift from a goods-producing to services-producing economy. This shift is due not only to changes in consumption patterns, trade and/or technology but also reflects a growth in the contracting-out of activities;
- globalization and "borderless" markets. The liberalization of world trade continues as we witnessed the recent establishment of the World Trade Organization, regional trade agreements, and progress in reducing interprovincial trade barriers. Continued growth in many international economies is a result of sustained growth in exports, particularly manufactured goods and commercial services, and investment demand. As economies become more developed, an increase in wealth and a subsequent rise in the demand for services can be expected.
- technological innovation both as an industry on its own and as an enabler for other industries. Technological advances in transportation and communications have effectively reduced the distance between producers and consumers; consequently, close proximity to markets is increasingly no longer a major comparative advantage. Rapidly changing technology and the global shift from labour-intensive to increasingly knowledge-intensive industries have meant that firms must continuously invest in new technologies and human resources to improve their international competitiveness;
- increased emphasis on environmental sustainability coupled with increasing technologies, results in greater efficiencies and maximized use of natural resources;
- small and medium size businesses are the major source for new growth;
- an aging population will mean a growth in the types of businesses serving seniors; and
- continued government restraint with emphasis on debt reduction and restructuring tempered negative economic forces, but limited growth. However, in Canada the Federal Government is getting to the point where it will begin spending its "fiscal dividend."

A well-educated and flexible labour force is necessary to take advantage of these trends. Increasing education levels are important for employment stability, decreasing the incidence of unemployment and increasing incomes.

In summary, accelerated growth in world trade and increased global sourcing behaviour by both businesses and consumers has resulted in the global economy becoming larger, more interdependent, and more competitive, all of which provide provincial industries with new markets.

2.2 Provincial Overview

Prospects for economic development in this Province appear bright, with mineral and oil developments, tourism and technology initiatives. Major projects such as the Voisey's Bay Mineral Development, oil production at the Hibernia Oil field, development of the Terra Nova Oil Field, coupled with major public-private sector initiatives such as Operation Online provide exciting opportunities. Nevertheless, Newfoundland and Labrador continues to face social and economic challenges including high unemployment and illiteracy levels, out-migration, resource crisis, substantial public debt levels and dependence on transfer payments. For example, in 1996, labour income represented 56.0% of personal income with government transfer payments representing 31.0%. Comparatively at the national level, labour income represented 63.8% of personal income while government transfers represented just 16.6%[4]. Over the 1987-1996 period, both Canada and the Province saw a slight change in the composition of personal income with a slight decline in labour income offset by an increase in government transfers.

The provincial economy has mirrored international developments:

! over the 1985 - 1993 period, the service sector has expanded more rapidly than the primary sector. Over the last two decades, the service sector has accounted for almost all the job growth. In the export market in particular, services have grown at a much faster rate than goods over the 1987 - 1996 period, at a rate of 8.7% compared to 5.6% for goods. Service production growth in the Province also exceeded the national rate of 6.7%[5] ;

! the economy of Newfoundland and Labrador remains focussed on world markets. Over the 1987-1996 period, the export sector grew at an average annual rate of 6.4%, compared to 3.4% for the Gross Domestic Product (GDP)[6]. While export and overall growth was much higher at the national level, the same export thrust is evident as Canada's exports grew by 8.6% and GDP by 5.2%[7]. Almost 30% of the Province's total production of goods and services is exported to other provinces and countries, with a significant concentration of resource-based products in our export base. Communications and transport services are important export services in this Province. Canada is a leader in the field of telecommunications, and several Newfoundland companies have international expertise in this area;

! the development of a diversified, internationally competitive economy is linked to the productivity of the economy's workforce and, therefore, the level of educational attainment and technological innovation. Evidence suggests that our workforce is becoming more skilled and highly educated as the level of educational attainment and median years of schooling have increased. Yet, this Province still has a higher percentage of the population with only 0-8 years of schooling and a smaller percentage with a university degree than the national average;

! accelerated growth of advanced technology businesses and sophisticated telecommunications systems. Between 1989 and 1994 the number of information technology companies grew from 22 to 60, representing a per annum growth rate of 22%[8]. Further, manufactured goods in non-traditional industries - many based on new technologies, already account for 40% of all manufacturing shipments[9]. The Province is a world-class provider of wireless communications and fibre optics and is host to the largest information technology based firm in Atlantic Canada and one of the largest in Canada. The Province has a world class electronic highway, the second highest per capita penetration of fibre optics in Canada and one of the most advanced university networks worldwide - the Asynchronous Transfer Mode (ATM). Indeed, this ATM is the first fully functional ATM in North America;

! competitive tax structures including the lowest manufacturing and small business provincial tax rates in Canada and the second lowest general corporate rate as well as tax incentive programs, such as the Economic Diversification and Growth (EDGE) program;

! population is aging; and

! low crime rate. This Province boasted a crime rate, as measured by total reported incidents, that was just 61.3% of the national average in 1996. While there was variation within the different types of crimes, property crimes exhibited the greatest deviation from the national average at 46.4% of the national rate[10].

The Province also boasts large parcels of undeveloped land and substantial natural resources. The lifestyle and the quality of life with political and social stability and a rich cultural heritage that is evident in the crafts and performing arts are often promoted as being among the Province's greatest strengths and providing its greatest opportunities.

Concern has been expressed with the percentage of the population who have not completed high school or are functionally illiterate. It is encouraging that participation in Adult Basic Education is increasing, growing by an average annual rate of 26.2% over the 1986/87 to 1993/94 period in full- time equivalency enrollment[11]. Provincial post-secondary participation rates have been increasing steadily since 1971; however, the percentage of students enrolling directly in either public college and university directly from high school has declined from 56.5% in 1989 to 43.5% in 1993[12]. Youth unemployment is a major concern. Out-migration continues to be an issue with 45% of out-migrants over the 1986-91 period possessing a post-secondary diploma, certificate or degree. Indeed, "the changing demographics and out-migration, especially of youth and young families, are altering the complexion and structure of many areas, leading to further erosion of the base for service provision, and resulting in a shrinking tax base."[13]

2.3 Zone Profile

The availability of data on Zone 19 is seriously limited and what is available is somewhat dated. However, utilizing the data that is available, the characteristics of Zone 19 include[14]:

! an increase in Zone population despite a general provincial population decline. The Zone now is home to over 32% of the total Provincial population. 70% of the Zone's population can be found in the urban centers - St. John's and Mount Pearl. Some urban to rural population shifts have occurred with St. John's experiencing a decrease with adjoining communities experiencing significant growth;
! an age profile similar to the Province as a whole;
! residents of Zone 19 have attained higher education levels than both the Provincial and Canadian averages, with 54% having some form of post-secondary education in 1991 compared to Provincial and Canadian averages of 39.1% and 47.1% respectively. Zone 19 also possesses: a lower percentage of the population fifteen years and older with less than Grade 9 at 11% compared to 20.4% and 13.9% at the Provincial and National levels; and a higher percentage with a post-secondary degree/certificate/diploma at 41% compared to the Province at 30% and Canada at 36.2% respectively.[15] Considerable variation exists among the communities within the zone.
! average family income totaled approximately $47,000 in 1991, 18% higher than the provincial average. The incidence of low income also varies among the communities with the incidence of lower income higher among unattached individuals as opposed to families;
! greater employment prospects in Zone 19 compared to the rest of the Province; however, youth employment opportunities are a concern;
! strong, service-based economy. For example, in December 1996, 76% of establishments were in the service sector. Further, the total number of business service establishments in Zone 19 was approximately 70% higher than the provincial average making the Zone the service center for the Province.[16]
! a significant concentration of small business but they tend to be slightly larger in terms of employment size than the provincial average.
! available land for development with eight industrial parks, with a significant percentage of this land serviced.
! a concentration of businesses in the major urban centres of St. John's (73% of total), Mount Pearl (10%) and Conception Bay South (8%);[17]
! considerable variation among the communities with respect to local taxation rates and economic infrastructure. (Table D.1 Appendix D, illustrates); and
! lower costs to do business.[18] KPMG Management Consulting determined that of the seven countries examined - Canada, France, Germany, Italy, Sweden, United Kingdom, and United States - location-sensitive costs were lower in Canada. Of the 42 cities examined, St. John's had the lowest overall costs, due primarily to low labour rates.

Moreover, Zone 19 possesses: a critical mass of people, business and support infrastructure, with highly developed industrial infrastructure, links to international transportation modes; a geographic location that is often promoted as a "Gateway to Europe"; a world class electronic highway that provides a gateway to the international marketplace; and world-renowned educational and research and development facilities and capabilities that make it an attractive place to do business. It is the seat of Government. The Zone's role as the Provincial business and service center and potential for continued development and promotion of Centres of Excellence in select areas such as earth sciences, telemedicine, biotechnology, and ocean sciences is evident.

There is, however, considerable variation in the Zone particularly with respect to physical, economic and social infrastructure and degree of business development as well as intense community competition. Weak economic conditions and resource constraints have created a high-dependence on government and coupled with pessimistic and insular attitudes among many people have placed strains on economic development.

Considerable opportunity for diversification of our economic base and expansion into the international marketplace, particularly in the information technology, manufacturing and value-added industries, offshore oil and gas and mineral development exists. The Zone stands on a threshold of opportunity created by the massive changes in the world's economy. Governments cannot provide all the solutions to our problems. Nor can we remain passive and trust that a random pattern of business activity will bring the region to some ultimate, uncharted point of success. It is imperative that we, as a community, adopt a more pro-active approach towards establishing our place in the new economy. Working together, we can transform the challenges of today and seek the opportunities for tomorrow. Our Strategic Development Plan seeks to accomplish this task.

3.0 Building A Vision

Successful development requires a clear vision of the kind of region residents want to live and work. The vision adopted by CCDA reflects a consensus on the fundamental values and priorities that will guide community development within the Zone and direct CCD in its mandate. Guiding principles were also developed by CCDA to focus the preparation of the Strategic Development Plan. These principles are common to all goals and are fundamental components of all activities that contribute to prosperity and an enhanced quality of life for the residents of Zone 19. This Chapter details the vision, guiding principles and development goals for the zone. Finally, the Chapter concludes with a brief discussion on the process to be used to establish the benchmarks and performance measures to be used in evaluating the success of the plan and promoting accountability.

3.1 Vision

Ours is a vision of a progressive people committed to life long learning, embracing new challenges with confidence to achieve economic prosperity, community well-being and personal excellence through individual and collaborative efforts. Ours is a vision of a vibrant region with a supportive entrepreneurial and investment climate which fosters equal opportunity while preserving its cultural and natural heritage.

3.2 Guiding Principles

The five guiding principles adopted by CCDA include:

- uphold a positive work ethic which fosters continual striving for excellence;
- maximize employment;
- maximize the benefits of our resources;
- conserve, preserve and protect our clean, wholesome environment; and
- integrate economic policies and activities within a social development framework of equity, equality and fairness.

3.3 Goals and Objectives

The long-term development goals can be grouped under three main streams - building a foundation and investing in people, empowering our communities and supporting the Zone. It is important to re-iterate that the goals and actions identified are not designed to be an exhaustive list of activities and focus. Rather, they represent a priority list for action as identified by CCDA through its visioning and SWOT exercise.

Building a foundation focuses on the establishment of linkages between social and economic development, paying particular attention to investing in people. This integrated approach forms the basis upon which all other goals are being developed.

Empowering our communities facilitates the development of the building blocks necessary to foster growth and build healthy communities - goals such as: community participation; entrepreneurship, investment and job creation; and education and human resource development - all within a sphere of cooperation, collaboration and partnerships. The premise is simple, sustainable growth will not occur if we do not invest in people, in communities, in business enterprises and in economic activity. Community capacity must be enhanced. Innovative business development must be encouraged that will increase not only the demand for labour but the interest in self-employment. Financial and other support services to aid business start-up, maintenance and expansion phases is necessary. Human resource development, adequate infrastructure (physical, economic and social) and an appropriate level of public services and support are integral parts of this process.

Supporting the Zone highlights the strategic thrusts for the Zone. Emphasis has been placed on: international trade with an internationally competitive economy; developing the Zone as the centre for business and government services corporate headquarters as well as a centre for offshore for industry such as offshore oil and gas and mineral development; enhancing the Zone's role in science and technology and advanced technologies industries; and capitalizing on the unique resources inherent in the Zone and expanding tourism. Figure 3.1 summarizes the vision, guiding principles and goals.

These goals are displayed on the following page. CCDA subsequently established a series of sub- committees to develop the objectives and specific action plans necessary to accomplish the respective goals. The work of the sub-committees was supplemented, where necessary, by sector consultation meetings. A detailed discussion on the individual goals, objectives and action plans follows in Chapters Four, Five and Six.

A number of issues identified throughout the consultation sessions and during CCDA Board meetings require further elaboration. The lack of physical infrastructure was identified as a significant impediment to economic development for many communities. CCDA agrees with the importance of adequate infrastructure and fully supports community initiatives in this area but noted that the provision of infrastructure is governments' mandate and as such, the zone can only provide its support. As well, the potential of the arts and culture industries have been identified; however, CCDA felt that additional consultation was required with the arts and culture community before a goal was adopted and objectives and action plans developed. The important role of the third sector[19] in employment creation was also identified and additional work is required to identify its potential. Consequently, no goals have been established in either infrastructure, arts and culture and third sector at this time.

Goals: Zone 19

Building the Foundation: Investing in People

1. *Integration and Investment* To expand the knowledge and understanding of critical factors which influence sustainable economic development and to move toward a more integrated approach in which economic and social development are intrinsically linked and mutually supportive. To invest in people by advocating integrated action through policies and development that encourage, enhance and support the ability of all people to participate in

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economic and social development.

Empowering our Communities

2. *Community Participation* To foster vibrant healthy communities in which all citizens have an equal opportunity to contribute to and benefit from economic and social development; To nurture and support community and social development initiatives throughout the Zone. To optimize the use of and promote strategic investments in our social infrastructure and human resources.
3. *Entrepreneurship, Investment and Job Creation* To support the development of an entrepreneurial and investment climate thereby supporting the creation of new and additional employment opportunities; To support existing businesses to remain viable and to grow.
4. *Education and Human Resource Development*To support the development of a continuum of integrated educational experiences that fosters a commitment to life-long learning, a work ethic based on personal excellence, and career development linked to personal attributes and realistic employment opportunities;

Supporting the Zone: Strategic Thrusts

5. *Export Development & Internationalization* To heighten the awareness of and support for the development of increased capacity and potential of the community as a key trading centre with an internationally competitive economy.
6. *Headquarters*To attract head offices and/or main branches of private, public and third sector companies, departments, agencies and organizations; To establish the Zone as a centre for business development in strategic sectors such as oil and gas, mineral development, and advanced technologies.
7. *Science & Technology & Advanced Technology Industries*To support the strengthening of the Zone's science and technology foundation and the capitalization of opportunities in the advanced technology Industries.
8. *Tourism*To assist in the capitalization of the unique resources inherent in the Zone and enhance/expand Tourism throughout the Zone.

3.4 Benchmarks/Performance Measures

Benchmarks are measurable indicators that allow an organization to assess its progress toward broad strategic goals and to be held accountable for the results. Benchmarks represent a systematic, citizen- based approach to achieving change, play an important role in focusing core program resources towards the future, and are useful in establishing budget priorities. By staying focused on outcomes and keeping track of results, priorities can be reset, and programs can be modified and adapted. It further promotes the efficient and measured use of resources. This is particularly important in today's environment given the limited public dollars available and the subsequent need to select what to invest in, what to leave out and how to make the investment achieve the best possible results.

Benchmarking requires a commitment of public, private, and nonprofit organizations toward the pursuit of a shared vision, to measure progress towards that vision and to the collection of data. To illustrate, the American State of Oregon has been widely recognized as a leader in the use of benchmarks in helping to measure progress towards broad strategic goals.[20] They have established a series of approximately 260 benchmarks with the exact number changing economic and social development.

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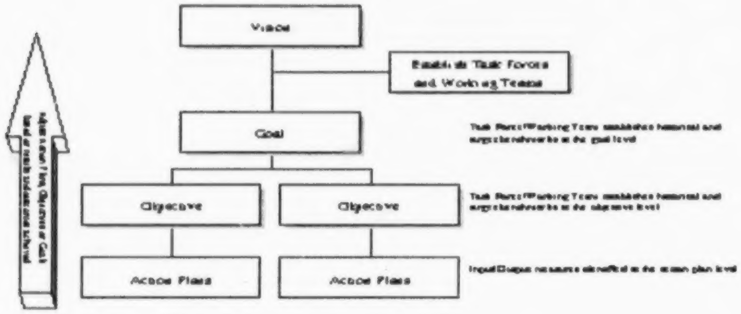
It is precisely because of this need to develop broad-based support to the concept of benchmarking and performance measurement that the actual establishment of the historical and target benchmarks at the goal and objective level will become the responsibility of the individual task forces and working teams. A series of action items have been identified to achieve the objectives and it is the culmination of progress in achieving the individual objectives that will achieve the goals. It is also important to note that not only must the individual action actions help to achieve the objectives they must be also be completed efficiently and effectively. Consequently, attention must be also be paid to the level of inputs required to achieve an output. These input/output measures are fairly evident from the action items selected, consequently, these measures have been indicated in the Plan. Figure 3.2 illustrates the measurement process adopted by Zone 19.

Figure 3.2
Zone 19 Strategic Development Plan
Measurement Process



The advantages of this type of measurement structure include: the recognition of the different levels of control over inputs as well as the integration of many inputs to achieve one desired outcome; establishment of the linkages among the various actions items, goals and vision; encouragement of team development at different levels, thereby widening the sphere of support and involvement; identification of gaps at the objective and goals levels; facilitation of accountability; and provision of a reporting mechanism.

To conclude, it is our belief that the measurement process we propose to introduce represents a bold new approach and truly encourages the innovation and creativity that successful implementation of the Plan requires. It will deliver viable activities that produce measurable results.

5.0 Empowering Our Communities

Capital Coast Development Alliance has focussed on three key areas in its efforts to encourage, support and coordinate business development, support organizations and communities within the Zone, and promote public participation in the planning process. Within each area, priorities have been established based on a detailed examination of the issues and feedback from the consultation sessions. This has resulted in the establishment of broad objectives and a series of action plans. (Figure 5.1 illustrates). Details of the objectives and action plans in each of the key areas follow. Finally, as the plan progresses, these action items may be amended, deleted, or completed and new initiatives planned. The performance measures that have been assigned will assist in this evaluation.

5.1 Community Participation

Goals:

I. To foster vibrant healthy communities in which all citizens have an equal opportunity to contribute to and benefit from economic and social development;

II. To nurture and support community and social development initiatives throughout the Zone.

III. To optimize the use of and promote strategic investments in our social infrastructure, and human resources.

Sustainable economic development links the economy, environment, culture and society. It is "pro- people, pro-nature and pro-jobs"[26]to the benefit of all partners - business, labour, communities, educators, social organizations and individuals. The challenge for CCDA is how to do things differently, not only to build on existing practices and approaches by competing harder and becoming more innovative, more productive, more profitable and more outward in direction, but also to identify new methods that will provide the greatest opportunity for all residents. Integral to community or social development is investment in people and place and the enhancement of our social infrastructure.

This theme of increased investment in people and place through emphasis on such issues as education and physical and social infrastructure that support healthy communities and enhance the quality of life, underscore many of the issues within each of the goals of the Plan. A positive quality of life, for example, was often cited as one of our greatest assets in attracting business development to the Zone. Healthy communities are fundamental to achieving this goal. Appendix E elaborates further on the definition of a healthy community. Community capacity correlates to what many people refer to as a "healthy community". Community capacity has been described as the combined influence of a community's commitment, resources, and skills which can be deployed to build on community strengths and address community problems.[27]
Public participation and community education are other required functions of the zonal

process. It is clear from CCDA's first efforts at public input that more effective means to engage the public are required. To achieve increased public participation, a high degree of community capacity is required.

The development of social capacity is a fundamental component of this process. In brief, social capacity is the capacity and willingness of people to engage in collective, civic activities.[28] It involves the ability to develop and sustain strong relationships, solve problems and make group decisions, and collaborate effectively on identifying goals and getting work done. The importance of this type of cooperation and collaboration among all stakeholders was stressed in all consultation sessions. The recent announcement concerning the establishment of regional civic centre is a prime example of a collaborative initiative. However, the need to get individual communities involved in the zonal planning process was identified as was the need for a mechanism or structure for ensuring coordination and cooperation among all the Zones in the Province. Mechanisms for increasing general public participation must be investigated.

As noted by one participant in our consultation process,

> "*Collaboration - cooperation - partnerships; these are all great words but let us act upon them. We need to come together and dialogue seriously with each other to reach the maximum good in the shortest period of time.*"[29]

Efforts must be made to ensure that CCDA does not duplicate the efforts of the different industry associations and other organizations and agencies but more importantly, to support and build on individual initiatives and to promote a coordinated approach to development among all stakeholders.

To accomplish the above goals, three broad objectives have been selected and action plans identified.

5.1.1 Objective 1: Community Participation

To build a community's commitment, resources and skills to and foster public participation in community economic development in an effort to enhance mutual trust, support and participation of all people.

Action Plans:

5.1.1a CCDA will continue to promote the Zone through publication and distribution of its Newsletter. Members will be surveyed to obtain feedback on the content of the Newsletter and will be encouraged to submit items for possible inclusion in the Newsletter.

Implementation Date: **Ongoing.***Input/Output Measures:* **Number of Newsletters Distributed; Member Participation in Newsletter, Feedback***Potential Partners:* **Communities and Social Organizations; Businesses; Individuals.***Potential Funding*

Sources: **Internal to CCDA.**

5.1.1b CCDA will support training/leadership development initiatives which strengthen voluntarism and community involvement.

Implementation Date: **June, 1998.***Input/Output Measures:* **Action Plan Developed, Number of Initiatives, Uptake of Initiatives.***Potential Partners:* **Community and Social Organizations, Government.***Potential Funding Sources:* **Governments, Foundations.**

5.1.1c CCDA will actively support links/partnerships among individuals and agencies within Zone 19 whose focus is developing community involvement.

Implementation Date: **June, 1998.***Input/Output Measures:* **Number of links/partnerships; Action Plan Developed; Community Involvement.***Potential Partners:* **Community and Social Agencies/Individuals.***Potential Funding Sources:* **No funding required.**

5.1.1d The CCDA will establish and promote an Awards Program recognizing significant achievements in the areas related to the goals and objectives of our Strategic Development Plan.

Implementation Date: **June, 1999.***Input/Output Measures:* **Participation in Program.***Potential Partners:* **Community/Social Organizations; Businesses; Individuals.***Potential Funding Sources:* **Internal to CCDA.**

5.1.1e CCDA will encourage the Department of Development and Rural Renewal through the SRD Agreement to assist all Zones by funding and supporting activities to:

! develop a set of social and economic indicators in each Zone;
! explore new approaches to public participation and community capacity building;
! understand and support both social and economic development as integral components of sustainable development;
! enhance boards' governance abilities and volunteer leadership training;
! establishing methods and audit tools for assessing the social impacts of development;
! enhance knowledge and ability to undertake social auditing.

Implementation Date: **Ongoing.***Input/Output Measures:* **Feedback.***Potential Partners:* **Other Zones.***Potential Funding Sources:* **Internal to CCDA.**

5.1.2 Objective 2: Collaboration

To foster co-operation and collaboration among social/community organizations, communities, businesses, labour and individuals.

Action Plan:

5.1.2a CCDA will facilitate a roundtable discussion among communities in the Zone for the purpose of promoting and encouraging a zonal marketing initiative. This activity is a component of the Investment and Entrepreneurship Goal, in particular, Objective 1 - Attitude, Item 5.2.1b.

Implementation Date: **Jan, 1998.***Input/Output Measures:* **Participation of Communities, Initiative Developed.***Potential Partners:* **Communities, Businesses.***Potential Funding:* **CCDA, Partners.**

5.1.2b CCDA will seek to partner with industry associations, such as the Alliance for Manufacturers and Exporters of Newfoundland and Labrador, Newfoundland Environmental Industry and Newfoundland Ocean Industries Association, to collaborate on initiatives designed to help these industries grow and expand.

Implementation Date: **June, 1999.***Input/Output Measures:* **Number of Partnerships Developed; Initiatives Undertaken; Results.***Potential Partners:* **Communities, Businesses.***Potential Funding:* **CCDA, Partners.**

5.1.3 Objective 3: Endorsements

5.1.3a CCDA will develop policy and criteria to guide the endorsement process of development initiatives. This policy and criteria will be made available to residents of Zone 19.

Implementation Date: **April, 1998.***Input/Output Measures:* **Development of Policy; Feedback.***Potential Partners:* **-----.***Potential Funding:* **Internal to CCDA.**

5.1.3b In keeping with its role as a facilitator, CCDA will encourage, advise, support and endorse sound development prospects proposed by Zone residents, organizations, communities, educational institutions and businesses.

Implementation Date: **Ongoing.***Input/Output Measures:* **Number of Endorsements.***Potential Partners:* **Community, Businesses, Educational Institutions, Individuals, Government.***Potential Funding:* **No funding required.**

5.2 Entrepreneurship, Investment and Job Creation

Goals:

I. To support the development of an entrepreneurial and investment climate thereby supporting the creation of new and additional employment opportunities.

II. To support existing businesses to remain viable and to grow.

Entrepreneurial support, a quality focus, capital availability and an attractive investment climate are also essential ingredients of successful development. The success of promoting entrepreneurship and business development and hence, overall economic development has been tied directly to the supply of and demand for capital. Yet, the consultation sessions repeatedly identified roadblocks to supporting an entrepreneurial and investment climate. Many participants expressed concern with the negative attitude towards business that is prevalent in all levels of governments - federal, provincial and municipal - as well as the general pessimism that surrounds the people of the Province concerning future economic development prospects. Out-migration of our youth was often cited as symptomatic of this pessimism. Social development, the enhancement of an individual's and community's commitment to development and strengthening the resources and skills to take advantage of opportunities are important ingredients in addressing attitudinal change.

Business size, based on number of employees, varies considerably in communities within the zone. In 1993, single-person businesses account for the majority of businesses in eleven of the nineteen communities within the zone.[30] The challenge is clearly two-fold: to encourage further start-ups; and to expand existing enterprises. Harnessing the strength of the people and increasing entrepreneurial awareness and knowledge are imperatives. In this regard, participants felt that both the Province's "Get the Message Out Campaign" and media promotion of success stories were effective.

Despite government efforts to ensure a user-friendly environment and simplified regulatory and administrative processes, many participants expressed frustration with continued red tape and bureaucracy, with many unaware that "one-stop shopping" exists. Issues of different types and levels of inspection and licensing were identified as was the diverse tangle of funding agencies and out- dated regulations. Many suggestions for economic development were proposed in the meetings, yet participants noted that there was a lack of information as to how to begin or capitalize on an idea and who should lead the initiative. Information deficiencies, such as accounting, tax regulations, market opportunities, market demographics and income statistics were also identified. A need for extensive "online" business, government and economic information was identified.

"Real" one-stop shopping agency where all levels of government participate would simplify the investigation and development of business ideas, possible forms of assistance and any inspections, licences or permits required and outreach business services were considered a necessity. With limited access to business services in many communities within the zone, any services must be flexible. Programs to encourage the adoption of a customer-service mentality for all were suggested.

Summary of Canadian Quality Principles:

! cooperation, teamwork within and between organizations and inside and outside sectors;
! leadership through involvement and example;
! primary focus on customers, to meet and strive to exceed the needs of customers;
! respect for the individual;

- development of individual potential and contribution of all;
- process-driven and based on prevention;
- continuous improvement of methods and improved services to the customer;
- decisions based on measured data;
- organization has a responsibility to satisfy expectations of its people, customers, suppliers and other stakeholders.

Source: National Quality Institute

This type of customer focus is a key component of quality and is one of the Canadian Quality Principles as developed by the National Quality Institute (NQI). The principles form the foundation for long-term quality improvement and are more than just a focus on product/service quality. The advantages of the adoption of this type of quality are best illustrated by the vision statement of the NQI.

"*A country made better by the adoption of quality principles and practices. The continuous improvement this creates brings with it more profitable corporations, more responsive health care and educational institutions and more efficient government. This in turn brings higher living standards, more jobs, and better lives for people in the post-industrial/knowledge-based society.*"[31]

Many participants also expressed concern with the tax burden and suggested tax incentives. While municipalities have limited control over many of the taxes imposed on residents, several municipalities have implemented tax incentive programs to spur development. These programs are in addition to the Province's EDGE program. Broader application of these programs is suggested.

Capital availability underscores the growth of entrepreneurship and enterprise. Without adequate, appropriate and timely funding an enterprise, in all probability, is doomed to fail. Limited access to capital for both start-ups and expansions was identified at many of the consultation sessions. Many participants noted that local money is generally invested outside the community. For example, in recent research conducted by the Advisory Council on the Economy[32], it was determined that the average total investment of Zone 19 residents who undertook such activity in 1991 was $69,831 compared to a provincial average of $50,653, with virtually all this investment outside the Province.[33] Moreover, 36% of all households in Zone 19 held investments compared to a Provincial average of 29.1%.[34] The research also indicated a gap in funding, particularly micro-business loans for less than $10,000, and knowledge-based businesses, an issue re-iterated by participants during the consultation sessions. Local community investment mechanisms were suggested by participants as a means of addressing the problem. It was noted, however, that unrealistic expectations were held by many investors and entrepreneurs. A "win-win" position must be achieved by both parties before a successful investment can be made.

Moreover, in recent research completed by the Advisory Council on the Economy, deficiencies in management capabilities became evident. Examples of these deficiencies climate are also essential ingredients of successful development. The success of promoting entrepreneurship and business development and hence, overall economic development has been tied directly to the supply of and demand for capital. Yet, the consultation sessions repeatedly identified roadblocks to supporting an entrepreneurial and investment climate. Many participants expressed concern with the negative attitude towards business that is prevalent in all levels of governments - federal, provincial and municipal - as well as the general pessimism that surrounds the people of the Province concerning future economic development prospects. Out-migration of our youth was often cited as symptomatic of this pessimism. Social development, the enhancement of an individual's and community's commitment to development and strengthening the resources and skills to take advantage of opportunities are important ingredients in addressing attitudinal change.

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Moreover, in recent research completed by the Advisory Council on the Economy, deficiencies in management capabilities became evident. Examples of these deficiencies include business plan preparation, financial management such as cash flow and sources of capital, marketing, and research. These deficiencies may impact on a business's ability to attract capital.[35] This concern was expressed by many participants at the consultation sessions as education and training in such areas as developing business plans and marketing was requested. Moreover, continued support must be provided to entrepreneurs once initial capitalization has been obtained. Courses and counselling must be made available to entrepreneurs in a manner that best supports the needs of the entrepreneur and the investor/lender.

It is clear that a business's ability to expeditiously address factors such as financing, government regulations and permits/approvals, awareness and information, taxation, skilled management and employees and length of time for a decision will determine the number of jobs that can be created. Governments have recognized that their job is to provide an environment that is conducive to business as opposed to job creation. While significant strides have been made to create this type of environment, businesses are often required to deal with many different government departments to address the many issues, a process that often takes considerable time. A true "one-stop" agency is required that has both the mandate and the resources not only to assist existing/new business to create jobs but to actively solicit other provincial, national and international companies to locate here. Building on the belief that it is the private-sector's responsibility to create jobs, CCDA believes that a private-sector "one-stop" agency with a mandate of job creation and the resources and access to government to complete the job warrants further investigation. Funded by governments, this agency would be accountable through the legislature through a results-oriented performance contract based on the number of jobs created.

Finally, more involvement by business in the negotiation phases of major projects is necessary. This will permit an understanding and appreciation of the resources, capabilities and most importantly, the potential for local business to maximize participation and benefit from these major projects.
Based on the above, six broad objectives have been selected and action plans identified.

5.2.1 Objective 1: Attitude

To foster positive attitudes and develop an appreciation among students, business, general public, community, social organizations and government of the potential for development not only in the community but in one's self as well as to enhance the understanding of the importance of wealth creation.

Action Plans:

5.2.1a Undertake a climate survey in the zone to identify attitudinal concerns and use results as a benchmark for attitudinal initiatives.

Implementation Date: **January 1999.***Input/Output Measures:* **Completion of Survey.***Potential Partners:* **Government, Community/Social Organizations,**

Businesses.*Potential Funding Sources:* **Community/Social organizations; Businesses; Governments.**

5.2.1b Develop and Promote a Positive Profile of the Zone/ Promote success stories.

Implementation Date: **March, 1998.***Input/Output Measures:* **Profile Developed, Feedback.***Potential Partners:* **Communities, Businesses.***Potential Funding Sources:* **Internal to CCDA.**

5.2.2 Objective 2: Entrepreneurship

To promote an understanding of the benefits of entrepreneurship.

5.2.2a CCDA will facilitate a roundtable discussion of educational institutions and government representatives to discuss how to incorporate entrepreneurship, international trade and business-oriented courses in all disciplines throughout the education system.

Implementation Date: **September, 1998.***Input/Output Measures:* **Workshop Participation; Strategy Developed; Number of Disciplines/Grades Offering Entrepreneurship, International Trade and Business Courses.***Potential Partners:* **Educational Institutes; Government; Students; Businesses.***Potential Funding Sources:* **Internal to CCDA.**

5.2.2b In consultation with community stakeholders, CCDA will prepare a brief that will encourage the Provincial Government to adopt a policy that encourages and provides incentives to provincial educational institutions, (including both the school system and post-secondary institutions) - to make their resources and services available to the community and business. A win-win situation must be created for all parties. This activity is also referenced under 5.3 - Education, in particular, 5.3.3c.

Implementation Date: **March, 1999.***Input/Output Measures:* **Development of Policy, Utilization of Resources.***Potential Partners:* **Communities; Social Organizations; Businesses, Individuals.***Potential Funding Sources:* **Internal to CCDA.**

5.2.2c CCDA will support initiatives to explore the social economy and the third sector as valid creators of long-term, wealth-generating employment.

Implementation Date: **January, 1999.***Input/Output Measures:* **Types of Initiatives; Feedback.***Potential Partners:* **Governments; Community/Social Organizations; Businesses.***Potential Funding Sources:* **Governments; Research Foundations.**

5.2.3 Objective 3: Business-Friendly Environment

To support the development of a business-friendly environment through streamlined and efficient delivery mechanisms.

5.2.3a The Province as well as a number of local governments are streamlining regulations. CCDA will facilitate a roundtable discussion of governments and zone residents to discuss issues surrounding streamlining of regulations.

Implementation Date: **April, 1999.***Input/Output Measures:* **Action Plan Developed.***Potential Partners:* **Communities; Businesses; Individuals.***Potential Funding Sources:* **Internal to CCDA.**

5.2.3b CCDA will profile the delivery of federal, provincial, municipal, educational and community business support programs in the Zone to determine the potential for harmonization and coordination.

Implementation Date: **January, 1999.***Input/Output Measures:* **Profile Completed, Action Plan Developed.***Potential Partners:* **Communities; Governments.***Potential Funding Sources:* **Government (Co-op student).**

5.2.3c CCDA will profile the resources and capabilities of the communities within the Zone to access information on business development issues such as: how to investigate, develop and operate a business; general research, types of assistance programs; opportunities identification; and Internet and e-mail access. A roundtable discussion will be facilitated between government and communities to develop an action plan to address any deficiencies.

Implementation Date: **September, 1998.***Input/Output Measures:* **Profile Completed, Action Plan Developed.***Potential Partners:* **Communities; Businesses; Individuals.***Potential Funding Sources:* **Government (Co-op student).**

5.2.4 Objective 4: Quality

To promote the adoption of quality principles in all sectors - public, private and third - and to encourage all to meet international standards of excellence.

5.2.4a CCDA will facilitate a round-table discussion with the various sectors and quality experts, such as the National Quality Institute, to enhance the understanding of quality principles and identify mechanisms for incorporating these into an organization.

Implementation Date: **September, 1999.***Input/Output Measures:* **Participation; Client Feedback.***Potential Partners:* **Public, Private and Third Sectors.***Potential Funding Sources:* **Governments.**

5.2.4b CCDA will, in consultation with stakeholders, develop a database on international standards of excellence, including contacts, and promote the same to all sectors in the Zone through the newsletter.

Implementation Date: **September, 1999.***Input/Output Measures:* **Usage; Client Feedback.***Potential Partners:* **Public, Private and Third Sectors, Quality**

Institutes.*Potential Funding Sources:* **Governments.**

5.2.5 Objective 5: Investment

To improve access to investment and eliminate any gaps in funding availability for start-ups and expansions.

Action Plans:

5.2.5a CCDA will profile the availability and uptake of investment capital in the Zone, subsequently identifying any gaps in availability and any other deficiencies. Alternative mechanisms, such as community bonds and personal tax incentives, that will increase the availability of investment, particularly for those business start-ups and expansions that are seeking only small amounts of capital investment, will be examined. A roundtable discussion will be facilitated with stakeholders to develop an action plan to address any deficiencies and alternative mechanisms.

Implementation Date: **April, 1999.***Input/Output Measures:* **Action Plan Developed; Feedback.***Potential Partners:* **Communities; Businesses; Individuals, Financial Institutions; Investment Firms; Educational Institutes; Governments;.***Potential Funding Sources:* **Government (Co-op student).**

5.2.5b Facilitate a roundtable discussion among potential investors and those seeking investment to discuss realistic expectations of both parties concerning the conditions potential investors may require for investing and the terms those seeking investment are willing to accept.

Implementation Date: **November, 1998.***Input/Output Measures:* **Participation; Participant Feedback.***Potential Partners:* **Business and Community Organizations; Individuals.***Potential Funding Sources:* **Internal to CCDA.**

5.2.5c Work with partners in developing a minimum of one networking session for investors and those seeking an investor. A database of potential investors and those seeking an investment will be developed.

Implementation Date: **March, 1999 (Networking); January 2001 (Database).***Input/Output Measures:* **Networking settings - Number of Participants, Successful Matches;***Database:* **Extent of listing; Number of Users; Successful Matches.***Potential Partners:* **Business/Community Organizations; Individuals;***Potential Funding Sources:* **Business/Community Organizations; Individuals.**

5.2.5d CCDA will profile the types of and access to management training within the Zone. CCDA will facilitate a roundtable discussion between private and public sectors to discuss the profile, identify any gaps, and propose new training and/or mechanisms for enhanced access to existing training programs if necessary.

Implementation Date: **January, 1999***Input/Output Measures:* **Profile Completed; Action Plan Developed.***Potential Partners:* **Governments; Municipalities; Educational Institutes.***Potential Funding Sources:* **Governments (Co-op student).**

5.2.6 Objective 6: Job Creation

To stimulate job creation.

Action Plans:

5.2.6a CCDA will explore and consider the experience of other jurisdictions to determine an appropriate structure to assist job creation.

Implementation Date: **July, 1998.***Input/Output Measures:* **Development of Structure; Feedback.***Potential Partners:* **Governments; Business Associations; Businesses.***Potential Funding Sources:* **Governments.**

5.2.6b CCDA will lobby the Provincial Government to establish a mechanism that would involve key stakeholders during the negotiation phase of major contracts.

Implementation Date: **September, 1998.***Input/Output Measures:* **Mechanism Developed; Feedback.***Potential Partners:* **Business Associations; Businesses.***Potential Funding Sources:* **Internal To CCDA.**

5.3 Education And Human Resource Development

Goal: Educational and Human Resource Development

> **To support the development of a continuum of integrated educational experiences that foster a commitment to lifelong learning, a work ethic based on personal excellence, and career development linked to personal attributes and realistic employment opportunities.**

The role of education in economic development can be divided into two areas. The first area deals with the development of our human resources and addresses many issues within the lifelong learning process and development of a skilled labour force. It supports the creation of a civil society where all citizens - individual, corporate and government - assume responsibility for promoting economic, social and environmental well-being. It promotes social investment by directing resources towards the well being and positive development of people.[36] The second area highlights the role of education as an industry, exporting many educational products and services to the international marketplace; consequently, it will be examined in the context of a strategic thrust for the Zone as discussed in Chapter 6. This Section addresses only the development of our human resources.

Social investment means investing in human resources and providing people with a level playing field. It implies more than just educational offerings; it implies the need for a range of social, health care, and educational activities and is being touted as the way to reduce unemployment and income inequality, to improve productivity and hence economic growth. There is a growing consensus on the critical importance of the first years of childhood to the formation of intelligent, well-adjusted adults - our human resource potential. Traditionally, human resource development policy focussed on formal education; now, however, a broader conceptualization is now being suggested.

Specific consultation on education occurred in two formats. An Education Sector meeting was held on April 10, 1997 and was followed by a workshop on May 28, 1997 entitled, "Education and Our Economy...Building our Future Together." Many sector and workshop participants noted that the resources of the community, including educational institutions, must be maximized and accessible. For example, computers in schools could be made available for training during the summer months. The concept of a community school was noted. Moreover, the public must be made aware of linkages between education and economic prosperity.

Inadequate preparation of youth for post-secondary education and employment opportunities was identified. Several participants argued that this has resulted in disinterested youth who do not fully appreciate the value of education and is accompanied by negative attitudes and pessimism. Significant efforts must be made to prevent young people from becoming unemployed. The youth employment continuum must begin early and continue to address those factors throughout a person's life that will ultimately increase their chances of becoming employed. Young people with weak academic, teamwork and interpersonal skills in the primary grades, without intervention and support, are most likely the same young people with weak "employability skills" who do poorly in high school and ultimately experience difficulty in finding/creating employment.

It is encouraging that graduation rates for the Province have been increasing steadily from 63.5% in 1988/89 to 76.7% in 1994/96.[37] Over the 1988/89 to 1992/93 period, graduation rates in this Province recorded one of the largest increases of all Canadian jurisdictions and in 1992/93, our rate of 71.5% was higher than Nova Scotia, Quebec, Alberta and British Columbia but slightly below the Canadian average of 73%.[38] The drop-out rate, however, is still a concern. In comparison with the Atlantic Provinces, the 1993/94 drop-out rate of 11.4% in this Province was comparable to Prince Edward Island (11.1%), considerable higher than the 7.8% rate of New Brunswick but lower than the 16.9% found in Nova Scotia.[39]

Student achievement is improving as students score higher on the Canadian Test of Basic Skills. Results from the 1994 Canadian Test of Basic Skills (CTBS)[40] indicate that on a provincial basis, "student performance has increased markedly when compared to Grade 6 students last tested in 1991. Grade 7 students are now performing at or slightly below the national average in most basic skills."[41] Substantial gains were made in mathematics and work study. The top four (of 27) performing school districts (which now form the Avalon

East School Board) in the CTBS Grade 7 composite, and the top three (out of 27) in the CTBS Grade 10 composite were Zone 19 districts.[42] Further, participation in post-secondary education is improving. One year after finishing school, 65% of 1995 high school graduates were in attendance at a post-secondary institution.[43]

It was also suggested that students must be encouraged to take responsibility for themselves. Accomplishing this task requires more career counselors equipped with current information and materials that reflect today's labour market realities. This information must be made accessible long before the student reaches fifteen years of age. For example, a student in Grade 9 can severely limit their future career opportunities merely by the course selections that are made in that year. The infusion of accurate labour market information throughout the curriculum - primary, elementary, secondary and post-secondary - is essential. The benefits of co-operative education/youth internship programs, entrepreneurship and junior achievers must be recognized and promoted. Zone 19 must continue to maintain the highest percentage of schools in our Province offering cooperative education/youth internship programs.[44]

Students must also be fully exposed to the advantages and capabilities of computers while maintaining the balance between math/sciences and humanities. It is encouraging that all schools have access to the Internet, and additional resource materials in computer technology, math, science, technology and entrepreneurship and that upgrading for teachers, particularly in technology, is being provided. However, considerable variation exists in the student/computer ratio in Zone 19. Economic or enterprise education has now been incorporated into the core curriculum, beginning in Grade 4. As well, students must complete two credits in this area prior to graduation.

In keeping with labour market realities, there is a need to identify training needs and gaps in the provision of training services. Post-graduate schools specializing in specific skills areas, such as the current schools focusing on information technology, should be encouraged as should the expansion of prior learning assessment programs. A structure should put in place to match skills with resources and recommend upgrading if necessary.

A prior learning assessment initiative throughout the college system has been developed whereby learners can now be given credit for experience and accomplishments in other learning institutions or the workplace as well as a formalized credit transfer arrangement among public institutions within the Province. Moreover, new courses have been added to reflect current labour market requirements particularly in knowledge areas such as Manufacturing Engineering Technology, Multimedia Production, Information Technology, Telework, Informatics, Computer Network Technician, Environmental Engineering, and Regional Economic Development. Further, a new Chair of Telelearning has been appointed at Memorial University of Newfoundland (MUN). MUN also possesses sophisticated infrastructure and programming such as a new computer network that far exceeds the speed of other university networks. Unfortunately, there is lack of awareness in the sophistication of the total education system in this Province in terms of both its infrastructure and programming. Increased availability of and access to post-secondary education programs is necessary. Issues surrounding public vs. private-sector post-secondary training were identified.

While the problems of youth were recognized, many suggested that the unemployed, the illiterate and preschool children must not be forgotten. Pre-kindergarten training is necessary, particularly for students at risk, as it provides the basics that will facilitate student progress, promote life-long learning and encourage self-sufficiency.

A number of studies, reports and research initiatives over the years have all confirmed the importance of: early intervention strategies; a continuum of integrated career development experiences; the refocussing of efforts to have students attain higher academic achievement coupled with the development of essential employability skills; the continuation of the development of an enterprising perspective in our people; the enhancement of and expansion of co-operative education; the preparation of youth for making more effective transitions from one level of education to another level and/or employment; and, educators collaboratively developing educational partnerships with various community groups to maximize resources in reaching common goals.[45]

To conclude, it was suggested that a life-long learning continuum - prenatal, early childhood, pre- school, primary, elementary, secondary, post-secondary, upgrading and retraining - an integrated education curriculum - was required. "The challenge is to link education and training to opportunity for work."[46] Increased collaboration and communication among secondary, post-secondary institutions and other education, training and learning groups is necessary as well as better collaboration between education and the business and technology sector.

CCDA has established three objectives and developed a series of action plans to accomplish this goal.

5.3.1 Objective 1: Shared Responsibilities

To enhance public awareness of the value of education and to implement strategies that will increase collaboration and commitment to our shared responsibility (individuals and organizations) for life long learning and continuous career development.

Action Plans

5.3.1a The CCDA will establish a Council on Education and Economic Development (CEED) made up of education and community representatives to facilitate the further development, implementation and evaluation of initiatives to achieve our goal of a continuum of integrated educational experiences. Specific activities may include the establishment of educational partnerships between schools and community stakeholders and develop a marketing/ promotional strategy to showcase its benefits to the community and encourage others to become involved.

Implementation Date: **January, 1998.***Input/Output Measures:* **Activities**

Undertaken/Results; Feedback.*Potential Partners:* **Educational Institutions; Community, Social Organizations; Businesses.***Potential Funding:* **Internal to CCDA.**

5.3.1b CCDA will initiate discussion with educators and other community stakeholders to examine strategies that would address literacy issues such as Adult Basic Education.

Implementation Date: **June, 1998.***Input/Output Measures:* **Meetings Held; Participation of Stakeholders; Development of Strategies; Effectiveness of Strategies e.g. client feedback, reduction in illiteracy levels.***Potential Partners:* **Educational Institutions; Community/ Social Organizations; Businesses.***Potential Funding:* **Internal to CCDA.**

5.3.1c CCDA will host a workshop to support the maximum utilization of community resources in developing a variety of early intervention strategies to address the needs of children "at risk" (Teachers on Wheels). This activity is linked to other initiatives addressing utilization of community resources, namely 5.2.2b and 5.3.3c.

Implementation Date: **March, 1999.***Input/Output Measures:* **Development of Early Intervention Strategies; Effectiveness of Strategies.***Potential Partners:* **Educational Institutions; Community/ Social Organizations; Governments.***Potential Funding:* **Governments; Community/Social Organizations; Businesses.**

5.3.2 Objective 2: Human Resources

To identify future human resource requirements, based on accurate up-to-date labour market information, and thus target educational and training resources to adequately prepare our people to be productive members of our global community.

Action Plans:

5.3.2a CCDA, in partnership with Human Resources Development Canada, will survey employers in Zone 19 to compile information on market conditions and trends in Zone 19.

Implementation Date: **October, 1997***Input/Output Measures:* **Completion of survey, Utilization of Results.***Potential Partners:* **Government; Businesses.***Potential Funding:* **Government.**

5.3.2b CCDA will support career development programs by identifying a minimum of 30 employers, (public/private or third sector) who would take a student (junior or senior high school student) and/or educator for a job shadowing experience and/or a work placement or who would be willing to participate in a speakers' bureau.

Implementation Date: **March, 1998.***Input/Output Measures:* **Employer Participation; Experience of Students, Teachers and Employers.***Potential Partners:* **Governments; Community/ Social Organizations; Businesses.***Potential Funding:* **Internal to CCDA.**

5.3.2c CCDA will support the establishment of an "Ask A......." Program during the 1998-99 school year on the Partnerships In Education Advisory Committee's database by identifying 20 business/labour representatives that would be prepared to answer questions via e-mail relating to our sector priorities from students at all levels of the secondary school system (including both junior and senior high school).

Implementation Date: **January, 1999.***Input/Output Measures:* **Number of Business/Labour Representatives; Numbers of Questions; Client Feedback***Potential Partners:* **Community/Social Organizations; Businesses; Labour.***Potential Funding:* **Internal to CCDA.**

5.3.2d CCDA will facilitate the development of a program encouraging public-private sector exchanges. As an example, CCDA will support the development of programs that would provide educators with temporary work placements with employers (public, private and third sector) to increase their understanding and collaboration between education and the economy as well as provide opportunities to upgrade specific skills and enhance in-school curriculum to reflect current and future labour market conditions. Also included will be the facilitation of international teacher internship programs for secondary and post-secondary programs. This activity is a component of a Public-Private Sector Exchange Program discussed under Goal 2: Entrepreneurship and Investment, in particular, 5.2.1d and Goal 4: Export Development and Internationalization, 6.1.3c.

Implementation Date: **September, 1999.***Input/Output Measures:* **Participation; Numbers of Placements; Feedback***Potential Partners:* **Governments; Community/Social Organizations; Businesses.***Potential Funding:* **Government; Educational Institutions; Community/ Social Organizations; Business.**

5.3.2e CCDA will work with educators and community groups to host public information sessions on labour market information and its implications for education and training programs, after which focus group workshops will be held to address priority issues in the further development of realistic career planning.

Implementation Date: **December, 1998.***Input/Output Measures:* **Participation in Conference, Feedback and Output of Conference; Identification of Issues, Strategies Developed, Effectiveness.***Potential Partners:* **Educational Institutes; Community/Social Organizations; Businesses; Government; Individuals.***Potential Funding Sources:* **Government.**

5.3.3 Objective 3: Education, Training and Learning Linkages

To develop and implement strategies that foster increased access, collaboration and linkages among schools (pre-school, K-12), post-secondary educational institutions and other educational training and learning initiatives as well as with business, labour and community organizations.

Action Plans:

5.3.3a CCDA will facilitate a public information session on Prior Learning Assessment during the 1997-98 school year.

Implementation Date: **April, 1998.***Input/Output Measures:* **Public Participation; Client Feedback.***Potential Partners:* **Educational Institutes; Individuals.***Potential Funding Sources:* **Internal to CCDA.**

5.3.3b CCDA will work with senior representatives from the secondary (which includes both junior and high schools) and post-secondary system on how best to proceed with making more effective linkages between programs at similar and different levels.

Implementation Date: **September, 1999.***Input/Output Measures:* **Number of Linkages Developed; Effectiveness of Linkages.***Potential Partners:* **Educational Institutions; Students.***Potential Sources of Funding:* **Internal to CCDA.**

5.3.3c CCDA will host a round table discussion on how best to maximize the resources of our schools and educational institutions to benefit all community stakeholders. This activity is also a component of investment and entrepreneurship, in particular, 5.2.2b.

Implementation Date: **March, 1999.***Input/Output Measures:* **Utilization of Resources.***Potential Partners:* **Educational Institutions; Government; Community/ Social Organizations; Businesses; Individuals.***Potential Sources of Funding:* **Internal to CCDA.**

6.0 Supporting the Zone

Four strategic thrusts have selected by CCDA: export development particularly in targeted areas such as education products/services and manufacturing as well as internationalization of industry; promotion of the Zone as the corporate headquarters for public, private and third sector services as well as a center for business development in strategic sectors such as oil and gas, mining and advanced technologies; the advancement of science and technology and the growth of advanced technologies industries; and the capitalization of our unique resources and expansion of tourism. Within each area, priorities have been established based on a detailed examination of the issues and feedback from the consultation sessions. This has resulted in the establishment of broad objectives and a series of action plans. Figure 6.1 and 6.2 illustrate. There are, however, many sectors that offer considerable potential for development. While CCDA has initially focussed its initiatives in the above-noted areas, it does not prevent the organization from lending its supporting to any sound development opportunity identified by stakeholders within the Zone. Finally, as the plan progresses, the action items many be amended, deleted, or completed and new initiatives planned. Again, the performance measures that have been assigned will assist in this evaluation.

6.1 Export Development and Internationalization

Goal:

To heighten the awareness of and support for the development of increased capacity and potential of the community as a key trading centre with an internationally competitive economy.

Globalization continues to be a powerful force impacting economic development. Today's marketplace is international. The focus is no longer on where a product is made but on where a quality product can be bought for the best price. Survival in this intensively competitive international marketplace requires that business be internationally competitive and focus on what they can do best. To operate at this level requires not only an internationally competitive product but a business that knows how to access and operate in this environment. During the consultation sessions, it was noted there is a lack of public awareness of the real opportunities that are available.

This Province has always been export-oriented and it is the export sector that continues to be a predominant performer in the economy. The international marketplace is the main focus of the Province's exporters, with approximately 80% of all export activity in 1996. This represents a growth of 7.1% over the 1987-1996 period compared to just .6% in interprovincial exports.[47]The same trend is being experienced nationally.

Manufacturing and commercial services comprise the largest portions of world exports. Resource- based products comprise a substantial portion of exports in this Province. Virtually all fish products and newsprint are exported, with increased emphasis now placed on high value-added products.[48] Goods are the major component of international exports while services are the primary commodities exported interprovincial. At the national level, the exports of goods comprise the major component of activity in both the international and interprovincial markets.[49]

Manufactured goods in non-traditional areas are growing and now account for 40% of all manufacturing shipments from the Province.[50] Within Zone 19, there are 194 companies involved in manufacturing with products ranging from electronic instruments and components to windows; however, only 37% are involved in exporting.[51]

Education is a strategic growth sector. Educational products and services have been included as potential export trade commodities in a new federal/provincial funding agreement being negotiated. This Province enjoys a positive reputation in the international marketplace particularly in information technology, and distance education. The post-secondary level boasts international education offices at a number of institutions and the Provincial Advisory Committee on Education Export (PACEE) has been formed with public and private sector education representation to market the educational capacity of the province. PACEE is now moving into implementation of their Strategic Plan.

There are many agencies/associations - federal, provincial and industry-based, which have developed expertise in international trade, export development and manufacturing. CCDA will not duplicate these initiatives, but rather facilitate and coordinate initiatives that enhance access of the larger community to these initiatives. CCDA will also identify any gaps and aid in the development of strategies necessary to eliminate them.

To conclude, new markets must be identified to enhance employment prospects for residents, but, with a small population base, the Zone has no choice but to look to other Provinces and Countries.

To accomplish this task, seven broad objectives have been selected and action plans identified.

6.1.1 Objective 1: Information and Awareness

To facilitate information dissemination and enhance awareness of the export potential for local business.

Action Plans:

6.1.1a CCDA will work with partners to ensure a "zonal" presence is established at all trade shows/exhibitions in the Zone that have a national and/or international focus.

Implementation Date: **December, 1999.***Input/Output Measures:* **Number of Shows; Feedback/Activity at Shows; Follow-up.***Potential Partners:* **Industry Associations; Governments; Businesses.***Potential Funding Sources:* **Internal to CCDA.**

6.1.1b CCDA, in partnership with government and industry, will develop an awareness campaign for local business and potential businesses of the services and tools available to assist them in availing of export opportunities.

Implementation Date: **April, 1998.***Input/Output Measures:* **Campaign developed; Number of/participation in sessions; Follow-up.***Potential Partners:* **Industry Associations; Governments; Businesses.***Potential Funding Sources:* **Industry Associations; Governments; Businesses.**

6.1.1c CCDA will sponsor a "brown bag" luncheon series for businesses and potential businesses who are interested in learning about export opportunities, cultural considerations etc whereby individuals and/or businesses with export experience elaborate on their experience in the global marketplace.

Implementation Date: **June, 1998.***Input/Output Measures:* **Number of meetings; Participation; Feed-back; Follow-up.***Potential Partners:* **Industry Associations; Governments; Businesses.***Potential Funding Sources:* **Internal to CCDA.**

6.1.1d CCDA will develop a directory of ex-patriot residents of Zone 19 willing to act as ambassadors to current businesses/potential businesses of Zone 19 interested in developing their export potential.

Implementation Date: **June, 1999***Input/Output Measures:* **Extent of Directory; Activity; Feedback.***Potential Partners:* **Industry Associations; Governments; Businesses; Individuals.***Potential Funding Sources:* **Internal to CCDA.**

6.1.1e CCDA will develop a database to track export activity in Zone 19 to measure progress in enhancing exports and stimulate awareness of export potential.

Implementation Date: **January, 2000.***Input/Output Measures:* **Database Developed; Usage.***Potential Partners:* **Industry Associations; Governments; Businesses.***Potential Funding Sources:* **Industry Associations; Governments; Businesses.**

6.1.2 Objective 2: Memorandum of Understanding

To build on the existing network of Memorandum of Understandings (MOUs), such as the Ireland/Newfoundland and Labrador MOU, for the purpose of enhancing trade opportunities for local business.

Action Plan:

6.1.2a CCDA will commission a study to define the characteristics and attributes of Zone 19 and develop a list of potential complementary regions with which the CCDA could establish an MOU, such as Zone 19 and Dublin.

Implementation Date: **January, 2000.***Input/Output Measures:* **Regions Identified, MOU**

signed.*Potential Partners:* **Industry Associations; Governments; Educational Institutions.***Potential Funding Sources:* **Industry Associations; Governments.**

6.1.3 Objective 3: Curriculum

To encourage educational institutions to incorporate entrepreneurship and export development within their curriculum.

Action Plans:

6.1.3a CCDA will coordinate international business days for entrepreneurship, technology and other education programs as appropriate.

Implementation Date: **December, 1998.***Input/Output Measures:* **Number of Days; Participation; Feedback.***Potential Partners:* **Industry Associations; Governments; Businesses.***Potential Funding Sources:* **Internal to CCDA.**

6.1.3b CCDA will establish an Achiever's International [52] Pilot Project between a secondary school in Zone 19 and another country, for example Scotland.

Implementation Date: **December, 1998.***Input/Output Measures:* **Project Established; Activity; Feedback; Interest of Other Schools.***Potential Partners:* **Educational Institutions; Governments; Businesses.***Potential Funding Sources:* **Governments.**

6.1.3c CCDA will facilitate international teacher internship programs for secondary and post-secondary educators. This activity is a component of the Temporary Work Placement Action under Education, in particular. 5.3.2d.

Implementation Date: **September, 1999.***Input/Output Measures:* **Development of Program, Uptake; Feedback.***Potential Partners:* **Industry Associations; Governments; Businesses; Educational Institutions.***Potential Funding Sources:* **Governments.**

6.1.4 Objective 4: Support Free-Trade Initiatives

To support any free-trade initiatives being pursued or developed which will have benefits for Zone 19. (This is a further illustration of the Endorsements Action Plan under the Support and Collaboration Objective of Integration and Community Participation).

Action Plans:

6.1.4a CCDA, in partnership with other agencies, will facilitate free trade developments in the Zone.

Implementation Date: **January, 1999.***Input/Output Measures:* **Number of Partnerships; Activity.***Potential Partners:* **Industry Associations; Education/Research Institutions; Governments; Other Zones.***Potential Funding Sources:* **Internal to CCDA.**

6.1.4b As identified through independent reports and studies, CCDA will lobby in support of policy directions which will result in enhanced trade for the Zone.

Implementation Date: **January, 1999.***Input/Output Measures:* **Number of Initiatives; Activity.***Potential Partners:* **Industry Associations; Education/Research Institutes; Governments; Businesses.***Potential Funding Sources:* **Internal to CCDA.**

6.1.4c CCDA will work with and support industry groups in the examination of issues particular to export development such as:

! transportation; and
! national and international marketing of Newfoundland products and services.

Implementation Date: **June, 2000.***Input/Output Measures:* **Numbers of Issues Examined; Action Plans Developed.***Potential Partners:* **Industry Associations; Businesses; Governments.***Potential Funding Sources:* **Industry Associations; Governments.**

6.1.5 Objective 5: Education Services Sector

To support the growth of the educational services sector to maximize the development and marketing of educational products and services both locally and in the global marketplace.

Action Plans:

6.1.5a CCDA will work with the Provincial Advisory Committee for Education Export (PACEE) to raise awareness of the potential growth of the educational services sector by hosting public information sessions on the PACEE Report - Exporting Educational Products and Services.

Implementation Date: **June, 1998.***Input/Output Measures:* **Participation in Session; Feedback; Awareness.***Potential Partners:* **PACEE, Industry Associations; Governments; Businesses; Individuals.***Potential Funding Sources:* **Internal to CCDA.**

6.1.5b CCDA will initiate discussion with representatives from the Elder Hostel Program to implement strategies to increase participation in this program and to explore the associated tourism potential.

Implementation Date: **June, 1999.***Input/Output Measures:* **Strategies Developed; Participation in Program.***Potential Partners:* **Governments; Businesses.***Potential Funding Sources:* **No funding required.**

6.1.5c CCDA will host a conference focusing upon entrepreneurial educational opportunities (i.e. edu-tourism, foreign students, cross cultural studies) and marketing initiatives designed to enhance the export of educational products and services.

Implementation Date **January, 2000.***Input/Output Measures* **Participation in Conference; Feedback; Follow-up.***Potential Partners* **Industry Associations; Educational Institutes; Governments; Businesses; Individuals.***Potential Funding Sources* **Governments; Businesses; Industry Associations; Educational Institutions; Individuals.**

Implementation Date **June, 1998.***Input/Output Measures* **Study completed/Action Plan developed; Feedback.***Potential Partners* **Industry Associations; Governments; Businesses; Individuals.***Potential Funding Sources* **Internal to CCDA.**

6.2 Headquarters

Goal:

To attract head offices and/or main branches of private, public or third sector companies, departments, agencies and organizations.

To establish the Zone as a centre for business development in strategic industries such as oil and gas, mineral development, and advanced technologies.

Research indicates fairly consistent criteria examined by businesses during the selection process for future sites for their business.

Key locational factors include:

! quality of life;
! recreation opportunities and facilities;
! transportation links to major markets
! diversity of economic base;
! availability/variety of post-secondary training;
! high percentage of university graduates and high graduate numbers from other institutions;
! progressive elementary and secondary school system;
! availability of a qualified, motivated work force;
! adequate infrastructure to host major conventions, trade shows, meetings etc.;
! environmentally-sensitive industries;
! positive attitude toward business, particularly governments;
! cost of doing business;
! access to high quality telecommunications system which allows high speed data transfer;
! strong presence of advanced technology in the community and a home of technology innovators as well as a wide variety of financial service companies;
! modern housing in quiet, safe neighbourhoods; and
! a variety of cultural activities and events.

to enhance the export of educational products and services.

Implementation Date: **January, 2000.***Input/Output Measures:* **Participation in Conference; Feedback; Follow-up.***Potential Partners:* **Industry Associations; Educational Institutes; Governments; Businesses; Individuals.***Potential Funding Sources:* **Governments; Businesses; Industry Associations; Educational Institutions; Individuals.**

Implementation Date: **June, 1998.***Input/Output Measures:* **Study completed/Action Plan developed; Feedback.***Potential Partners:* **Industry Associations; Governments; Businesses; Individuals.***Potential Funding Sources:* **Internal to CCDA.**

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access to high quality telecommunications system which allows high speed data transfer;
strong presence of advanced technology in the community and a home of technology innovators as well as a wide variety of financial service companies;
modern housing in quiet, safe neighbourhoods; and
a variety of cultural activities and events.

The communities within the boundaries of Zone 19 are well-positioned to attract head offices and/or main branches of private, public or third sector companies, departments, agencies and organizations as well as the centre for business development in strategic sectors. In 1996, for example, Zone 19 was home to close to 40% of all business services and 30% of all manufacturing establishments in the Province.[53] The Zone is host to a growing technology industry, is a test-site for CANARIE (the high speed test site for telecommunications), and possesses two fibre optic links to Canada and the rest of the world capable of providing secure, high-capacity digital telecommunications. Most Newfoundland companies maintain a head office in the Zone and St. John's is recognized as the financial centre for banking, insurance and capital. In 1995, there were 38 banks, 5 trust companies, 5 finance companies, 4 credit unions and 85 financial agencies (excluding banks) in St. John's.[54]

Over the past fifteen years, the Zone has developed a critical mass of offshore exploration development expertise. With the first oil from Hibernia expected in late 1997, the upcoming development of the Terra Nova Oil field and the potential for significant gas development on the Scotia Shelf, a head office function for the East Coast Petroleum industry is a strong possibility. The Zone is capable of providing this function but faces competition from Nova Scotia to provide the service.

It is clear that the challenge for the Zone is to promote itself as both a great place to live and a great place to do business. The Zone boasts low crime rates, many recreational, cultural and historical amenities, well-developed educational facilities - including primary/elementary/ secondary and post- secondary - and world class research facilities all located in Zone 19. The Zone has well-developed infrastructure with international transportation and communications facilities, a larger population base (than other regions of the Province) with high incomes and a well-educated and mobile labour force. It has a business-friendly environment as indicated through its competitive tax structure and emphasis on streamlined regulatory process and increased cooperation between all levels of government as well as favourable costs to do business. The ability of the Zone to attract headquarters and develop as a business centre is evident.

To accomplish this task, the following objective has been selected and action plans identified.

6.2.1 Objective 1: Promotion

To promote the attributes of the Zone in other provinces, the national and international marketplace.

Action Plans:

6.2.1a CCDA, in cooperation with industry, governments, communities, third sector and individuals, will facilitate the development of a series of community indicators designed to showcase the merits of the Zone in comparison to other jurisdictions. The indicators will build on the recent study completed by KPMG which examined and ranked Canadian, American and European cities according to an established set of criteria.

Implementation Date: **September, 1998.***Input/Output Measures:* **Participation by Stakeholders; Feedback; Development of Indicators.***Potential Partners:* **Industry, Governments, Communities, Third Sector and Individuals.***Potential Funding Sources:* **Governments.**

6.2.1b CCDA will facilitate a roundtable discussion with the various sectors - public, private and third - to develop action plans for promoting strategic sectors as well as increasing sector involvement, particularly Tourism, in the promotion of the Zone as a centre for business development and a headquarters location. Activities could include the development of educational and promotional materials, with distribution to those organizations with national and international affiliations as well as local hotels and tourism companies.

Implementation Date: **December, 1998.***Input/Output Measures:* **Participation; Feedback; Action Plan Developed.** *Potential Partners:* **Industry; Governments; Educational Institutions; Communities; Third Sector; and Individuals.***Potential Funding Sources:* **Internal to CCDA/ Partners.**

6.2.1c CCDA will, in partnership with the public, private and third sectors, compile a list of target headquarter companies that could be attracted to the Zone, develop specific "packages" to attract the individual companies, and become part of the team to negotiate the establishment of heads offices.

Implementation Date: **March, 1999.***Input/Output Measures:* **Participation; Feedback; Action Plan Developed.** *Potential Partners:* **Industry; Governments; Communities; Third Sector.***Potential Funding Sources:* **Partners.**

6.3 Science and Technology and Advanced Technologies Industries

Goal:

To support the strengthening of the Zone's science and technology foundation and the capitalization of opportunities in the advanced technologies industries.

The advanced technologies industry is growing rapidly, not only as an industry to itself but as an "enabler" for other sectors e.g. productivity improvements. Currently, there are >430 advanced technology companies in province, employing about 6400 people and generating annual revenues of about $470 million.'[55] To put this in perspective, this compares to a total value for forestry and mineral shipments in 1996 of $628 million and $935 million respectively.[56]

Within advanced technology, information technology is the single largest segment of business activity. The Province's geography has contributed to our expertise in such areas as cold ocean technologies, marine management, wireless communication, tele-medicine, distance education, marine biotechnology, digital navigation and geographic mapping.

Indeed, the Province is a world- class provider in wireless communications and a leader in cold ocean research and engineering. More recently, >NewTel Information Systems Limited (NIS) has been classified as the eighth largest computer services company in Canada and the largest in Atlantic Canada. NIS was ranked number one by Atlantic Progress magazine in terms of revenue growth in Atlantic Canada (1996 sales of $38.3 million, a 49.8% increase over the previous year).'[57]

The Province has established world class research and development facilities, all of which are located in Zone 19 and all of which reflect and support the Province's expertise. Moreover, the Advanced Technology industry is primarily concentrated in Zone 19 with a core cluster of businesses specializing in a wide range of technology products. With many new companies establishing in the Zone, specializing in a variety of areas such as computer memory products, medical information databases, educational software and interactive CD-ROMs, the Zone is well-positioned for further growth. Indeed, the importance of science and technology and the advancement of industry in these areas, particularly the maximization of benefits from those industries in which we have a strategic advantage was identified throughout a number of the consultation sessions.

To accomplish this task, seven broad objective have been selected and action plans identified.

6.3.1 Objective 1: Science and Technology - Organization, Policy and Leadership

To facilitate the coordination and collaboration among all stakeholders in the advancement of the application of science and technology.

Action Plans:

6.3.1a CCDA believes the Provincial government should have a dedicated Cabinet portfolio for Science and Technology to address science and technology policy and promote advanced technologies industries. CCDA proposes the refocussing of the Department of Industry, Trade and Technology mandate to science and technology.

Implementation Date: **March, 1998.***Input/Output Measures:* **Feedback; Establishment of Ministry.***Potential Partners:* **Other Zones.***Potential Funding Sources:* **No funding required.**

6.3.1b CCDA will establish the Capital Coast Science and Technology Council to oversee all Science and Technology activities in the Zone. Some members of the Council should also be members of the Province's Business and Technology Council. Potential activities include facilitating a series of Science and Technology forums to involve the community in the development of science policy (the framework for such forums has been well established in British Columbia), and coordinating a meeting of all research and development centers and agencies in the Zone to explore the need for an overall coordinating body.

Implementation Date: **January, 1998.***Input/Output Measures:* **Establishment of Council; Action Plan Developed.**

6.3.1c CCDA will lobby school boards in the Zone to establish standing committees on the integration of technology into the curriculum of the schools.

Implementation Date: **Lobby - September, 1998; Committees - September 1999.***Input/Output Measures:* **Feedback; Establishment of Committees; Action Plans Developed.***Potential Partners:* **Industry Associations; Businesses; Education/Research Institutes.***Potential Funding Sources:* **No funding required.**

6.3.1d CCDA will identify three other regions which can be used to benchmark the Zone's progress in Science and Technology and growth in advanced technologies industries. Possible benchmark locations include Halifax, Dublin and Vancouver. Funding will be sought from federal and provincial sources to underwrite the cost of the benchmarking exercise.

Implementation Date: **Secure funding Fall of 1998; Commence project January, 1999.***Input/Output Measures:* **Establishment of Benchmarks.***Potential Partners:* **Industry Associations; Governments; Education/Research Institutes.***Potential Funding Sources:* **Governments.**

6.3.2 Objective 2: Awareness - Building the Science Culture

To create a science culture in the Zone through an awareness program aimed at various stakeholders in the community.

Action Plans:

6.3.2a CCDA will, through its Science and Technology Council develop mechanisms to create awareness and build the science culture. Potential activities include:

! a "science challenge for teachers" which will seek to upgrade skills in the K-12 system;
! research and inventory science and technology resource materials for school programs;
! endorse and promote science camps and science fairs and recruit national programs to the Zone, such as the Connaught Laboratories Biotech Student Fair;
! endorse and promote enrichment programs such as the Shad Valley Program[58] which provides an entrepreneurial program and work experience for high school students exhibiting leadership qualities and high achievement in science;
! establish a CCDA Science and Technology Council awards program for teachers, students and technology entrepreneurs;
! secure funding from the federal and provincial governments to assemble information

and to develop dissemination models in relation to career opportunities in Science and Technology and advanced technologies industries. CCDA supports organizations in their development of speakers program for schools that mobilizes volunteers drawn from Science and Technology professionals and technology entrepreneurs in the Zone. This Speakers Program is a subset of the Speakers Bureau identified in 5.3.2b - Education and Human Resource Development;

! establish a complete database of science and technology human resources throughout the education system including primary, elementary, secondary and post-secondary in both the private and public sectors and in research centers and government labs in the Zone. This could be done by merging existing databanks; and

! organize inventors forums in cooperation with the Waterloo Innovation Centre.

!

Implementation Date: **April, 1998.***Input/Output Measures:* **Number of Initiatives; Participation; Feedback; Awareness.***Potential Partners:* **Industry Associations; Financial Community; Community organizations; Individuals; Businesses; Education/Research Institutes; Governments.***Potential Funding Sources:* **Industry Associations; Businesses; Community Organizations; Individuals; Education/Research Institutes; Governments.**

6.3.3 Objective 3: Application of Science and Technology in Industry and Government

To support enhanced application of science and technology in industry and governments.

Action Plans:

6.3.3a CCDA will lobby the health care sector to extend its "model user" program and privatization initiatives for the information technology sector to include the biotechnology and environmental technology sectors. The model user program is one where government underwrites the cost of a pilot project to develop a technology which can subsequently be sold to other provincial, national and international customers.

Implementation Date: **September, 1998.***Input/Output Measures:* **Feedback.***Potential Partners:* **Industry Associations; Businesses; Governments.***Potential Funding Sources:* **No funding required.**

6.3.3b CCDA will lobby the federal, provincial and municipal governments to use the clean-up of the St. John's Harbour as a model user. CCDA will partner with government in seeking funding from international foundations and the private sector to proceed. Local environmental companies will be encouraged to develop or license leading edge technologies to solve the clean-up problem. The Zone should position itself to provide harbour clean-up services to the world throughout the next century.

Implementation Date: **January, 1999.***Input/Output Measures:* **Funding Secured; Number of Companies Participating.***Potential Partners:* **Industry Associations; Businesses;**

Governments.*Potential Funding Sources:* **Research Foundations; Industry Associations; Businesses; Governments.**

6.3.3c CCDA will, in collaboration with the GIS sub-committee of Newfoundland Alliance of Technical Industries (NATI), host a workshop with all municipalities in the Zone, the appropriate provincial government departments and the major utilities in the Zone to secure a commitment to build a "uniform GIS system" to be used by all parties and to be supplied by GIS companies in the Zone.

Implementation Date: **June, 1998.***Input/Output Measures:* **Participation in Workshop; Degree of Commitment; Action Plan Developed.***Potential Partners:* **Industry Associations; Businesses; Governments; Communities; Third Sector.***Potential Funding Sources:* **Internal to CCDA/Partners.**

6.3.3d CCDA will host a workshop with members of the Health Care Corporation, Telemedicine/TETRA, the School Boards and the Chair of Tele-Education at Memorial to develop a strategic plan by which the Zone can supply medical and educational services through the information highway to the rest of the Province and to subsequently pursue national and international markets. This workshop will build on initiatives within the Education Services Sector, in particular, 6.1.5c.

Implementation Date: **January, 2000.***Input/Output Measures:* **Participation in Workshop; Feedback; Development of Strategic Plan.** *Potential Partners:* **Industry Associations; Businesses; Governments; Educational Institutions; Third Sector; Other Zones.***Potential Funding Sources:* **Internal to CCDA/Partners.**

6.3.3e CCDA will host, in collaboration with the new Film Development Agency and NATI's multi-media subcommittee, a workshop on how multi-media suppliers can provide support to the Province's emerging film industry.

Implementation Date: **February, 1998.***Input/Output Measures:* **Participation; Feedback; Action Plan Developed.***Potential Partners:* **Industry Associations; Businesses; Governments.***Potential Funding Sources:* **Internal to CCDA/Partners.**

6.3.3f CCDA will host a workshop with NATI on the development and delivery of multi-media learning materials to lifelong learners -- locally, nationally and internationally.

Implementation Date: **March, 2000.***Input/Output Measures:* **Participation; Feedback; Action Plan Developed.***Potential Partners:* **Industry Associations; Businesses; Governments; Third Sector; Individuals.***Potential Funding Sources:* **Internal to CCDA; Industry Associations.**

6.3.3g CCDA will host a workshop on TeleWork to identify it's potential for development, including the roles of the various stakeholders such as communities, labour and governments. The results of the workshop can be incorporated into the examination of alternative forms of employment as identified in 4.1.3c - Investment in People.

Implementation Date: **June, 1999.***Input/Output Measures:* **Participation; Feedback; Action Plan Developed.***Potential Partners:* **Industry Associations; Businesses; Governments; Third Sector.***Potential Funding Sources:* **Internal to CCDA.**

6.3.4 Objective 4: Image Building and Investment Prospecting

CCDA will continue to support the development of a positive science culture image and attract increased investment.

Action Plans:

6.3.4a CCDA will lobby the Provincial Government to develop a comprehensive communications plan and brochures to:

- ! highlight the science culture emerging in the Zone;
- ! to showcase the Science and Technology facilities and human expertise resident in the Zone;
- ! to exhibit the excellent education infrastructure in the Zone and the availability of an educated workforce; and
- ! to celebrate the success stories of our advanced technologies industries. This initiative is linked with the Entrepreneurship and Investment Goal, in particular, 5.2.1b which addresses attitudes.

Implementation Date: **September, 1998.***Input/Output Measures:* **Communications Plan and Brochure Developed.***Potential Partners:* **Industry Associations; Businesses; Education Institutions; Other Zones.***Potential Funding Sources:* **No funding required.**

6.3.4b CCDA will seek to partner with the Provincial Government to encourage Science and Technology investment into the Zone by:

i) the federal government X Department of Fisheries and Oceans, Department of Forestry, National Research Council, etc.
ii) the Pharmaceutical Manufacturers Association of Canada (PMAC) members trading on the Bill C-91 requirement for enhanced research and development spending in Canada.

Implementation Date: **October, 1998***Input/Output Measures:* **Feedback.***Potential Partners:* **Industry Associations; Businesses; Other Zones.***Potential Funding Sources:* **No funding required.**

6.3.4c CCDA will seek to partner with the Provincial Government to target investment promotion activities at:

i) International biotechnology companies,ii) International marine communications companies, andiii) International environmental technology companies.

Implementation Date: **October, 1998.***Input/Output Measures:* **Feedback, Promotional Activities.***Potential Partners:* **Industry Associations; Businesses; Other Zones.***Potential Funding Sources:* **No funding required.**

6.3.5 Objective 5: Access to Managerial Expertise

To support the development of experienced management personnel in the advanced technology industries. This objective is linked with the Entrepreneurship and Investment Goal, in particular, 5.2.4d which addresses management skills training in general.

Action Plans:

6.3.5a CCDA acknowledges and endorses the initiatives such as the GENESIS Centre and Operation MENTOR of Operation ONLINE which seeks to establish a network of mentors (largely ex-Newfoundlanders) through the information highway. Both initiatives seek mentors that have an allegiance to Newfoundland and have established or managed high-tech businesses nationally or internationally. CCDA will enlarge upon these initiatives and will build a database of volunteer mentors (locally, nationally and internationally), who will assist entrepreneurs in the Zone to establish successful, internationally competitive enterprises. CCDA will assist existing industry associations to perform the matchmaking role by providing access to the databank.

Implementation Date: **December, 1998.***Input/Output Measures:* **Development of Databank; Usage; Feedback.***Potential Partners:* **Industry Associations; Businesses; Governments; Individuals.***Potential Funding Sources:* **Internal to CCDA.**

6.3.5b CCDA will lobby Atlantic Canada Opportunities Agency and Human Resources Development Canada to revise their funding support programs to provide assistance to advanced technology firms seeking to hire experienced senior management. The contribution percentage and the maximum level of remuneration must be sufficiently high to permit the attraction of world class managers.

Implementation Date: **June, 1998.***Input/Output Measures:* **Types of Assistance Provided; Numbers of Experienced Managers Hired.***Potential Partners:* **Industry Associations; Other Zones.***Potential Funding Sources:* **No funding required.**

6.3.5c CCDA in collaboration with industry associations will sponsor workshops to provide technology training for non-scientists (biotechnology, environmental technologies and information technologies) as well as business training for scientists and technologists.

Implementation Date: **June, 1999.***Input/Output Measures:* **Participation,**

Feedback.*Potential Partners:* **Industry Associations; Businesses; Governments; Individuals.***Potential Funding Sources:* **Internal to CCDA/Partners.**

6.3.6 Objective 6: Access to Capital

To support the development of the advanced technologies industries in the Zone by enhancing access to capital.

Action Plans:

6.3.6a CCDA will lobby the provincial government to enact a tax credit for labour-sponsored venture funds which are targeted at advanced technologies industries, such as the Canadian Medical Discoveries Fund and the New Venture fund of Natural Sciences, Engineering Research Council.

Implementation Date: **September, 1999.***Input/Output Measures:* **Feedback from Government; Tax Credit established.***Potential Partners:* **Industry Associations; Businesses.***Potential Funding Sources:* **No funding required.**

6.3.6b CCDA will lobby the chartered banks to establish in the Zone knowledge-based industries funds comparable to those set up in other areas of Canada. Funds will be sought for biotechnology, information technologies and environmental technologies as well as youth entrepreneurship funds for all knowledge-based industries.

Implementation Date: **September, 1999.***Input/Output Measures:* **Feedback from Banks; Establishment of Fund.***Potential Partners:* **Industry Associations; Businesses; Governments; Other Zones.***Potential Funding Sources:* **No funding required.**

6.3.6c Lobby the Credit Unions and related organizations to set up in the Zone an alliance funding program for knowledge-based industries as they have done in other areas of Canada.

Implementation Date: **September, 1999.***Input/Output Measures:* **Feedback from Credit Unions/Development Banks. Establishment of Fund;***Potential Partners:* **Industry Associations; Businesses; Governments; Other Zones.***Potential Funding Sources:* **No funding required.**

6.3.7 Objective 7: Infrastructure

To support the development of the necessary infrastructure to enhance advanced technologies opportunities.

Action Plan:

6.3.7a CCDA will work with post-secondary institutions and government officials to identify an appropriate area for a "Research Park" and to secure zoning protection for the appropriate area. A detailed development plan will then be commissioned and a campaign commenced to seek funding support for the development.

This proposed park should be highlighted in the Investment promotion campaign discussed earlier.

Implementation Date: **June, 1999.***Input/Output Measures:* **Park Location Identified; Development Plan Established; Funding Secured.***Potential Partners:* **Industry Associations; Businesses; Governments; Education Institutions.***Potential Funding Sources:* **Governments; Education Institutions; Industry Associations.**

6.4 Tourism

Goal:

To assist in the capitalization of the unique resources inherent in the Zone and enhance/expand tourism throughout the Zone.

Tourism and hospitality in this Province, as in other Provinces, Canada and internationally is big business. In Canada, it generates $27 billion a year in gross revenues, $12 billion in annual tax revenues and employs 593,000 Canadians.[59] In this Province in 1996, tourism generated $477.6 million in gross revenue, $154.7 million in provincial tax revenue and direct peak employment of 15,300 people plus another 8,900 indirectly. Nova Scotia, however, generates almost double the revenues than this Province with almost four times the number of non-resident visitors.[60] Hospitality Newfoundland and Labrador notes that an additional 22 jobs is created by every $1 million in gross revenue. The potential of this industry is evident.

The Province's most developed tourism infrastructure is located in Zone 19, in particular in and around the metro area. The Zone boasts many attractions related to its historical and heritage resources as well as a unique physical setting. Indeed, it is the scenic attractions/natural beauty of the area and a clean environment that many participants in the consultation sessions identified as beneficial for tourism potential/development in all areas of the Zone.

Most of the tourism facilities and services are concentrated in and around St. John's/Mount Pearl, with over 73% of roofed accommodation capacity located in this area.[61] It is also evident that the quality level of these facilities is somewhat higher within the Zone than in other regions of the Province. Based on a five star rating system[62] introduced by Canada Select in 1992, over 80% of the accommodations in Zone 19 had between a 2.5 and 4 star rating, compared to 58% for the remainder of the Province.[63]>To put in perspective, 2 to 3 star facilities generally meet the bulk of accommodation demand in the Country.'[64]

The development and implementation of a Tourist Destination Management System (TDMS)[65] will, from a marketing perspective, place the Province ahead of many other provinces in Canada. Indeed, it is the third Province in Canada to do so, behind Ontario and Nova Scotia. Plans for expansion of TDMS include reservation capabilities for attractions, events, restaurants, tours and more, subsequently placing this Province in the marketing forefront across Canada.

The potential for tourism was repeatedly identified throughout the general consultation sessions. As well, CCDA board members met with representatives of both Hospitality Newfoundland and the Provincial Department of Tourism. Many opportunities, issues and concerns were identified:

X a general lack of information concerning customers, markets, products, and activities was highlighted. The need for increased promotional initiatives, perhaps through joint packaging and cooperative marketing, as well as training seminars for owner/operators was suggested;

X the requirement for skills upgrading, particularly in key areas such as research, communications, interpersonal and product knowledge (e.g. culture, history) with emphasis on service quality was noted. It was suggested that professional certification be investigated;

X infrastructure upgrades were also suggested. Repeated reference was made to the high cost to travel by ferry to the Province. The Bell Island ferry service was a major concern for residents;

X improved signage, including basic highway, directional signage within many communities (particularly to tourist attractions and points of interest) and identification of visitor services was suggested;

X the need to find better ways of not only attracting tourists but encouraging them to spend their money in the community; and

X the development of the proposed civic centre would enhance the zone's ability to attract conferences.

The CCDA Board has reached a consensus that the most significant opportunity for tourism development in Zone 19 lies in establishing the Zone as a prime destination for conferences, sporting events and other types of large group attractions. This supports the Province's newly developed Tourism Strategy that >concentrates on a range of premium products and markets in which the Province is considered to have a unique, market-ready product offering and a comparative advantage. These products and markets are: sightseeing/touring; hunting; nature viewing; meetings; conventions and incentive travel; fishing (inland and marine); winter adventure and culture.'[66]

In the short term it is necessary to attract a larger number of such events to the Zone, to target conferences/events for groups that would be "natural tourists" to the Province (i.e. those that would naturally take advantage of the types of products this Province has to offer), and to enhance the variety and accessibility of quality attractions throughout the Zone which can be marketed to these visiting groups. A key component of this process is the integration of attractions throughout the Zone by assisting communities in the Zone to develop quality attractions which reflect our culture and heritage and integrating those events seamlessly into conference/event planning agendas.

In other jurisdictions there is a history of community functions becoming tourist attractions and becoming an integral part of conferences and conventions. For example, the Fisheries Council of Canada Conference held in Prince Edward Island in the early 1990's had several hundred delegates bussed to St. Anne's Lobster Supper (45 minutes away from the Charlottetown Hotel which hosted the conference) where the conference dinner was held, followed by a musical/play depicting Prince Edward Island culture. This year in St. John's, 250 delegates of a conference held at Hotel Newfoundland, went to a Newfoundland Breakfast prepared by the St Thomas' Church Ladies Auxiliary. One could easily conceptualize a conference excursion to Bell Island, which would include a cocktail party on the ferry on the way over, a traditional Newfoundland Supper in a town hall followed by a >mining play". Or bussing delegates to the "Kelligrews Soiree" in a town hall in Kelligrews to have a Newfie Banquet and then dance the Lancers. Or a trip to Avondale for dinner and a play, or a religious conference having a church service at the Grotto in Flatrock followed by a fish and brewis dinner in the church hall.

In the longer term it is necessary to develop appropriate infrastructure to make the Zone an even more attractive locale for visiting groups.

Finally, a large number of promising tourism initiatives were identified through the public consultation process and which the Board generally endorses. However, these initiatives are viewed as being either the mandate of existing organizations, requiring a private sector champion to initiate them or are viewed as being of a longer term nature. The Board is anxious to review, and is prepared to endorse, well planned initiatives.

To establish Zone 19 as a prime destination for conferences, sporting events and other visiting group functions, four broad objectives have been selected and action plans identified.

6.4.1 Objective 1: Growth in Conferences/Events

To encourage, support and promote the Zone as a destination for conferences and other events.

Action Plans:

6.4.1a Building on existing initiatives, CCDA will work with existing conference promoters to research and target conferences and particularly those groups which are comprised of >natural tourists".

Implementation Date: **January, 1998.***Input/Output Measures:* **Number of Conferences.***Potential Partners:* **Industry Associations; Businesses.***Potential Funding Sources:* **Internal to CCDA.**

6.4.1b CCDA will work with and provide support for municipalities in developing sport tourism initiatives that will market the area as a prime destination for national sporting events.

Implementation Date: **April, 1998.***Input/Output Measures:* **Participation; Number of Initiatives; Feedback/Results.***Potential Partners:* **Municipalities, Community Organizations; Governments.***Potential Funding Sources:* **Partners.**

6.4.1c In the area of conference promotion, some of the major hotel chains in the province are pushing for, and are prepared to underwrite the cost of a Conference Bureau to centralize and coordinate promotional activity. CCDA fully endorses this private sector initiative. To supplement this initiative, CCDA will establish either in partnership with the proposed Conference Bureau, other Zones or separately, a Secretariat to support any person or group that is organizing a conference/event for more than 100 people from outside Zone 19. Suggested activities of the secretariat include assisting the bureau with marketing and attracting conferences, providing logistical support in terms of arranging accommodations, entertainment bookings, tours, printing services, etc. The Secretariat will maintain a registry of services available throughout the zone and make this information readily accessible to all.

Implementation Date: **January, 1998.***Input/Output Measures:* **Utilization of Secretariat; Client Feedback.***Potential Partners:* **Industry Associations; Businesses; Governments; Third Sector.***Potential Funding Sources:* **Governments.**

6.4.1d CCDA will investigate the feasibility of establishing an incentive program to assist a community or private sector champion to bring a conference/event to the Zone. Upon completion, CCDA will facilitate a round table discussion between public and private/community sectors to develop an action plan.

Implementation Date: **June, 1999.***Input/Output Measures:* **Participation in Roundtable; Output; Feedback.***Potential Partners:* **Industry Associations; Businesses; Governments; Third Sector.***Potential Funding Sources:* **Governments.**

6.4.1e CCDA will facilitate a workshop/forum for >Champions" in the Province that have organized or are potential organizers of conferences/events in Zone 19. The workshops will discuss issues involved in staging events of this type and address possible avenues of support and mechanisms for securing association/organization approval. It will help "champions" develop the skills required to "sell" their organization on Zone 19 as the optimum conference site.

Implementation Date: **June, 1998.***Input/Output Measures:* **Participation in Workshop; Feedback; Action Plan Developed.***Potential Partners:* **Industry Associations; Businesses; Communities; Third Sector.***Potential Funding Sources:* **Internal to CCDA/Partners.**

6.4.2 Objective 2: Integrated Attractions

To integrate community functions with conferences and conventions.

Action Plans:

6.4.2a CCDA will host a workshop on the economic potential of community events being integrated into conferences. This will be a follow-up session to the workshop for organizers/champions (6.4.1d) and will target community leaders, but will seek to bring back the Conference Champions and existing private and public sector organizers of conferences, including the major hotels.

Implementation Date: **November, 1998.***Input/Output Measures:* **Participation in Workshop; Feedback.***Potential Partners:* **Industry Associations; Businesses; Communities; Third Sector.***Potential Funding Sources:* **Internal to CCDA/ Partners.**

6.4.2b CCDA will lobby Human Resource Development Canada to establish a program initiative to support the hiring of MBA students and Co-op Business Administration students from Memorial University as well as business students from the College of the North Atlantic and the private schools in the Zone to develop comprehensive business plans for community groups interested in establishing an integrated event in their community.

Implementation Date: **March, 1999.***Input/Output Measures:* **Feedback from Government/Communities; Uptake of Program.***Potential Partners:* **Industry Associations; Businesses; Communities; Third Sector.***Potential Funding Sources:* **Government.**

6.4.2c CCDA, through the Conference Secretariat/Conference Bureau, will establish a brochure/planning guide to all community events for distribution to conference organizers/champions to facilitate booking of community events. It will also set up this information on the CCDA web-site.

Implementation Date: **October, 1999.***Input/Output Measures:* **Distribution; Feedback.***Potential Partners:* **Industry Associations; Businesses; Communities; Third Sector; Governments.***Potential Funding Sources:* **Partners.**

6.4.3 Objective 3: Regional Conference/Event Centre

To encourage successful implementation of the conference/event initiative by establishing a venue of a suitable size and characteristic to attract organizers.

Action Plans:

6.4.3a CCDA initiated the development of a non-profit corporation to spearhead the establishment of a regional civic centre facility on the Northeast Avalon Peninsula and actively participates on a community-based group to champion the issue, and secure funding commitments to underwrite the cost of construction and operation of the regional Conference/Event Centre.

Implementation Date: **Ongoing.***Input/Output Measures:* **Action Plan Developed; Progress of Committee.***Potential Partners:* **Communities; Business.***Potential Funding:* **No funding required.**

6.4.4 Objective 4: Long-Term Infrastructure

To facilitate long term stability of the conference/event tourism market by promoting the development of infrastructure to make the zone more attractive for conferences.

Action Plan:

6.4.4a CCDA will seek to mobilize volunteers from the zone's "planning fraternity" (architects, engineers, municipal planners, etc) to help conceptualize key infrastructure initiatives. Suggestions include:

- the park concept on the southside hills and the associated hillside development (former Sohilco initiative),

- a tourist harbour development at the pilot boat pier next to Harvey's wharf. This could include properties on either side of the War Memorial and Water Street up to Temperance Street, which might entail closing and embedding the Hill O' Chips into the development.

- a Granville Island (Vancouver, BC) type development of Quidi Vidi Village, building on excellent facilities already in place (Quidi Vidi Brewery and the Flake House Restaurant facility).

Communities are invited to bring concepts forward to CCDA for endorsement.

Once the plan is conceptualized, CCDA will lobby for zoning restrictions to protect the areas and for public and private sector funding to act as an incentive to attract the appropriate types of development to make the conceptual plan a reality.

Implementation Dates: **Development plans for the three initial projects by September, 1999; Zoning approvals by January, 2000.***Input/Output Measures:* **Participation; Feedback.** *Potential Partners:* **Industry Associations; Businesses; Governments; Third Sector; Individuals.** *Potential Funding Sources:* **Partners.**

6.5 Future Directions: Arts and Culture/Manufacturing Industries

While CCDA strived to address as many sectors as opportunities and strengths indicate, time prevented us from addressing two key sectors - the arts and culture and manufacturing. The importance of both these industries to development in this Province is evident as the reputation, capacity and capabilities of both continue to grow. There are many individuals and organizations involved in the development of both these industries. CCDA intends to meet with these key stakeholders to discuss the issues involved in development and promotion and more importantly, the type of support and assistance CCDA can provide.

7.0 Summary and Implementation

To facilitate successful implementation of the Zone's Strategic Development Plan (SDP), CCDA has adopted a number of procedures including: organizing task forces and working teams to guide initiatives; establishing priorities; setting time lines to maintain focus; developing performance measures and key success indicators to ensure action; and obtaining the necessary human resources to carry out the plan. CCDA's role in this process is that of leadership in implementation, and encouraging and coordinating sustainable development within the Zone.

7.1 Task Forces and Working Teams

A number of task forces and working teams will be established to guide the overall attainment of each of the eight goals, as well as to coordinate interzonal and measuring initiatives. In particular, the following task forces/working teams will be established:

! Social and Economic Integration;
! Community Participation;
! Entrepreneurship, Investment and Job Creation;
! Education and Human Resources Development;
! Export Development & Internationalization;
! Headquarters;
! Science & Technology, Advanced Technology Industries;
! Tourism;
! Interzonal Coordination and Cooperation; and.
! Benchmarking/Performance Measuring.

Task forces and working teams will be comprised of members of the CCDA Board, general membership of CCDA and dedicated members from all sectors of the Zone willing to volunteer their time and efforts to support development. The mandate of each team will be to develop a listing of the specific tasks to be performed, persons responsible, timing of activities, financial and other human resource requirements, process for continued consultation, developing benchmarks, and monitoring, measuring, evaluating and updating the objectives and action plans. As well, each team may establish a series of sub-committees to facilitate attainment of objectives. These teams will be established as soon as the Strategic Development Plan is approved.

7.2 Priorities

While all goals, objectives and action plans identified in the plan are considered priorities, CCDA has selected five key areas on which it will initially focus its efforts This focus is reflected in the timelines that have been established and the resources requirements identified. These priorities and the specific action items associated with attainment are noted below. The action items are summarized in Appendix D.

Zone 19 Priorities

! Establishment of Task Forces and Working Teams to guide individual initiative. Particular emphasis will be placed on the Task Force of Social and Economic Integration and the Council on Education and Economic Development; (Related Action Items 4.1.1a; 5.3.1a)

! Development and promotion of a Zonal marketing initiative; (Related Action Item 5.1.2a)

! Strategic investment in our human resources, particularly early childhood education, and including information dissemination about employment initiative and encouraging the exploration of appropriate alternative approaches within the workplace (such as home-based employment and telework) as a means of enhancing employment opportunities: (Related Action Items 4.1.3 a,b,c)

! Establishment of a Conference Bureau and the attraction of conferences, sporting events and other types of large group attractions; (Related Action Items 6.4.1a/c) and

! Export promotion and development through such initiatives as an awareness campaign for local business and potential business of the services and tools available to assist them in availing of export opportunities, a luncheon series designed to showcase the experience of individuals and/or businesses in the international marketplace, and a director of ex-patriot residents willing to act as ambassadors for those interested in developing their export potential. (Related Action Item 6.1.1b)

7.3 Timelines

As noted throughout the plan, implementation dates have been established for all action items. These dates are preliminary indicators of the timing. It is the responsibility of the various task forces and working teams to establish the timelines. Appendix F details a preliminary implementation schedule for the five-year period 1998-2002 inclusive.

7.4 Benchmarks/Performance Measures

The measurement process is in its infancy and while input/output measures have been indicated throughout the plan, it will be the responsibility of the individual task forces and working groups to select the most appropriate historical and target benchmarks and develop a data gathering process. They will be assisted in their efforts by a specific Task Group dedicated to enhancing the measurement process. CCDA will report back to its membership at each Annual General Meeting on progress made.

7.5 Resources

Considerable financial and human resources will be required to implement the Plan. Indeed,

Zone 19 Priorities

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- Establishment of a Conference Bureau and the attraction of conferences, sporting events and other types of large group attractions; (Related Action Items 6.4.1a/c) and
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7.5 Resources

Considerable financial and human resources will be required to implement the Plan. Indeed, success in implementation will depend on the level of resources. The financial and human resources required to implement the priorities identified in Table 7.1 will be identified by the individual task forces and working teams and will be in addition to core staffing and financial levels of CCDA.

In conclusion, the process employed by CCDA will facilitate successful implementation of the plan through the establishment of interdepartmental teams and the development of effective monitoring, evaluating and updating procedures. It provides a mechanism for linking long-term planning and short-term operations by establishing linkages among the vision, guiding principles, action and operational resources of the plan. Innovative approaches to increasing employment opportunities in our communities will only become a reality if they are supported by a common vision, strong leadership, adequate resources, and real community commitment. This plan is not a panacea, but rather, a mechanism for continued dialogue, consensus-building, monitoring and updating - a living document.

Endnotes

1. In September 1993, the Newfoundland and Labrador Rural Development Council requested that the Federal and Provincial Governments strike a task force to review community economic development in the Province. The Task Force on Community Economic Development began its work in May 1995. The Task Force held twenty-two consultation sessions and received more than 250 briefs. Its report entitled, "Community Matters: the Report of the Task Force on Community Economic Development" was forwarded to both the Federal and Provincial Governments and on February 10, 1995, both Governments announced their acceptance of the report and the creation of twenty Regional Economic Development Boards.

2. Community meetings were held in Avondale, Bell Island, Conception Bay South, Mount Pearl and Torbay. Task Force Committees were established for Community and Social Development, International Trade, Headquarters, Investment and Entrepreneurship and Advanced Technology. Sector meetings will held for community economic development, community social development, education, labour and municipalities.

3. Operation Online is a partnership of the federal and provincial governments and private enterprise to support the development of a thriving information technology sector in Newfoundland and Labrador.

4. Provincial Economic Accounts, Annual Estimates, 1996, Statistics Canada Catalogue no. 13213-PPB, p. 168 and Newfoundland Statistics Agency.

5. Ibid., pp. 9-10; and Newfoundland Statistics Agency.

6. Ibid., p. 10.

7. Ibid., p. 9.

8. P.J. Gardiner Institute, Situation Analysis Discussion Document, December 1996, pp. 26.

9. Ibid., 36.

10. Statistics Canada Cat. 85-205 XPE, pp. 10-13; and Canadian Crime Statistics, 1996.

11. Post-secondary Indicators >95, Government of Newfoundland and Labrador; p. 107.

12. Ibid., p. 113.

13. Volume II: Investing in People and Communities, A Framework For Social Development, Report of the Social Policy Advisory Committee, March, 1997, p.8.

14. Data and sources are illustrated in Appendix C.
15. Statistics Canada, 1991 Census.

16. Business Register, Statistics Canada; and Economic and Statistics Branch, Department of Finance, Government of Newfoundland and Labrador.

17. Regional Economic Development Information System (REDIS), Government of Newfoundland and Labrador; and, Business Data, 1993.

18. In 1997, KPMG Management Consulting, examined the relative costs of doing business in seven North American and European countries - Canada, France, Germany, Italy, Sweden, United Kingdom and United States. Seventeen Canadian sites were studied including St. John's. KPMG examined location sensitive factors including: initial facility investment such as land acquisitions and construction; labour costs such as wages, payroll benefits and taxes, and employer-sponsored benefits; electricity costs; telecommunications; transportation costs; interest costs; and taxation costs including income taxes and other taxes. Industries selected for comparison include food processing; medical devices manufacturing; software production; telecommunications equipment manufacture; plastics manufacturing; metal fabrication; electronics; and pharmaceuticals.

19. The Third Sector includes the Not-For-Profit, Volunteer and Social Sectors.

20. In 1994, Oregon was one of 10 winners (out of 1350 applications) of the annual *Innovations in Governments* awards presented by the Ford Foundation and the Kennedy School of Government at Harvard University .

21. Oregon Benchmarks, Standards for Measuring Statewide Progress And Institutional Performance, Report to the 1995 Legislature, Oregon Progress Board, December, 1994, p. 1.

22. Volume 11: Investing in People and Communities, A Framework for Social Development, Report of the Social Policy Advisory Committee, March 1997, p. 6.

23. Gadd, Jane, "Child research will be available: Latest findings crucial, group says", in Globe and Mail, Thursday, November 20, 1997, p. A8.

24. P. Rowe, "Draft Background Paper, Social Development Goals", October, 1997, p. 9.

25. As represented by Provincial Department of Development and Rural Renewal and the Atlantic Canada Opportunities Agency.

26. P. Rowe, "Draft Background Paper, Social Development Goals", October, 1997, p. 6.

27. Ibid., p.6.

28. Ibid.

29. Education Workshop, Summary of Closing Discussion, Capital Coast Development Alliance, May 28, 1997, p. 6.

30. Regional Economic Development Information System (REDIS), Government of Newfoundland and Labrador.

31. National Quality Institute.

32. The Advisory Council on the Economy was a fifteen-member private sector Board of Directors established to provide the Premier and Cabinet with advice on matters of economic interest. It was closed May, 1996.

33. Advisory Council on the Economy, Investment in Newfoundland and Labrador, January 1996.

34. Ibid.

35. Ibid., January 1996, p.2.

36. P. Rowe, "Draft Background Paper, Social Development Goals", October, 1997, p. 6.

37. Profile >96, Educational Indicators, Dept. Of Education, Government of Newfoundland and Labrador, p. 26.

38. Ibid., p. 27.

39. Ibid., p. 33.

40. The CTBS are standardized tests that measure student performance in a number of basic skills areas. It permits a comparison of students' achievements of basic skills with national averages and across school districts.

41. Profile >96, Educational Indicators, Department of Education, Government of Newfoundland and Labrador, p. 12.

42. Ibid, pp. 12, 15. School districts in Zone 19 include the Avalon Consolidated, Conception Bay South Integrated, Western Avalon Roman Catholic, St. John's Roman Catholic, Pentecostal Assemblies and Seventh-day Adventist.

43. All the data reported on Zone 19 was based on the school district structure in existence prior to reorganization.

44. Profile >96, Educational Indicators, Department of Education, Government of

Newfoundland and Labrador, p. 62.

45. Direct Quotes, Avalon East School Board, p. ii. Copies of studies can be obtained from John Hennebury, Educational Partnerships Facilitator, Avalon East School Board.

46. Speaking Notes for Hon. Judy Foote, Minister of Development and Rural Renewal, to the Education and Training Workshop, May 28, 1997, p. 5.

47. Provincial Economic Accounts, Annual Estimates, 1996, Statistics Canada Catalogue no. 13-213 PPB, pp.9-10 and Newfoundland Statistics Agency. Appendix C illustrates.

48. The Economy 1996, Gov't of Newfoundland and Labrador, May, 1996, p.39.

49. Provincial Economic Accounts, Annual Estimates, 1996, Statistics Canada Catalogue no. 13-213 PPB, pp.9,10 and Newfoundland Statistics Agency.

50. Situation Analysis Discussion Document, P. J. Gardiner Institute, Faculty of Memorial University of Newfoundland, December 1996, p26.

51. Ibid., p.27.

52. Achiever's International is a school to school program where businesses sponsor an entrepreneurship program and assist in the design, development and marketing of a product or service for export to the twinned school. Key objectives of the program include: to improve the understanding of young people about how businesses are formed and managed; to encourage enterprising skills and attitudes; to develop improved awareness of international trade and exporting; to provide >hands on' experience of business transactions using the information superhighway; to promote greater awareness and understanding of other cultures and people; and to provide a practical, learning context for foreign language skills and business studies.

53. Business Register, Statistics Canada; and Economics and Statistics Branch (Newfoundland Statistics Agency), Department of Finance, Government of Newfoundland and Labrador.

54. Situation Analysis Discussion Document - Zone 19, P. J. Gardiner Institute, December, 1996, p. 37.

55. Economy 1997, Economics and Statistics Branch, Department of Finance, Government of Newfoundland, March 1997, p.18.

56. Ibid., pp. 6,8.

57. Ibid., p. 20.

58. The Shad Valley Program, supported by more than 200 companies, provides about 400 students from across Canada with a month-long residential session at one of eight Canadian universities, followed by five weeks of work provided by the sponsoring firm.

59. Hospitality Newfoundland and Labrador......

60. Ibid.

61. 500th Anniversary Travel Guide 1997, Newfoundland and Labrador.

62. Rating System is as follows: 1 star - clean and comfortable; 2 stars - clean and comfortable, some amenities; 3 stars - very comfortable, various facilities and services; 4 stars - superior quality and services; and 5 stars - exceptional, among the Country's best. Source: Economy 1996; Economics and Statistics Branch, Government of Newfoundland and Labrador; p. 57.

63. 500th Anniversary Travel Guide 1997, Newfoundland and Labrador.

64. The Economy 1996, Economics and Statistics Branch, Department of Finance, Government of Newfoundland and Labrador, p. 57.

65. TDMS is a centralized, computer-based tourism information and reservation system that provides tourists with an efficient one-stop reservation system. Subsequent phases include reservation capabilities for attractions, events, restaurants, tours and more.

66. Economy 1997, Economics and Statistics Branch, Government of Newfoundland and Labrador, March 1997, p.16.

APPENDIX A: Summaries - Consultation Sessions

Public Meetings Feedback Summary

! **Question: Does our Vision Statement reflect your Vision of Zone 19? What changes need to be made in the Vision Statement?**

! **Question: What changes would you like to see made to the goals?**
! **Question: What are the strengths of Zone 19?**
! **Question: What are some ideas, opportunities or suggestions that can be made to improve the economy and the situation of the people?**
! **Question: What are some weaknesses or threats to the economy of your area?**
! **Question: What are the priorities for economic development in your area?**

Question: Does our Vision Statement reflect your Vision of Zone 19? What changes need to be made in the Vision Statement?

Overall Comments:

! This Vision Statement is **general** to the Zone and does not reflect the geography of the region and the different needs of communities within the Zone. It was suggested that the plan should include different goals for different areas in the Zone. That is, there should be a balance between urban and rural needs reflected both in the Vision and in the final strategic plan.
! There were suggestions that the Vision should be **multi-pronged**. That is, it should have a vision/goals for and balance community, government, individuals and organizations with private, volunteer, social and government
! There is a lack of emphasis on **social goals** and development/justice. The Vision should include economic, social and community development.

Specific Terminology:

! All communities had concerns with the word "**educated**". Alternate suggestions include substituting "resourceful", "forward thinking", "informed" and "prosperous".
! Several communities had concerns with the term "**wealth generating**". Alternate suggestions included defining the term (does this imply that a community is only valuable if it is wealth generating?) and substituting "prosperous".

Individual Suggestions:

! Should mention that we are a "progressive" people.
! Omit the word "collaborative" and substitute" cooperative".

! The word "entrepreneurial" needs to be defined.
! Qualify the phrase" embracing change"
! Omit the word "while" in paragraph 1.
! Emphasize a "caring" community.
! Omit the phrase " while preserving it's culture". Should read something about "differing opinions".
! No mention of heritage (needs special emphasis).
! Change "vibrant" to "energetic".
! Stress role of the individual.
! Feedback Summary from Public Meetings

Question: What changes would you like to see made to the goals?

! The goals that you have listed are generally **vague** statements that are hard to translate into firm policies. A lot of work needs to go into transforming these goals into workable objectives.
! The goals and objectives for the Zone must be established both on a **longterm** and on a **short term** basis. These goals must be specific and measurable.

Additional goals, or changes to the goals, suggested:

! Develop pride in the work achieved among residents of the community.
! Inclusion of, and real collaboration among all sectors and communities within the Zone.
! Play a lead role in developing partnerships with and among all other Zones within the Province. (Many of our strengths and resources come from each other. We must ensure that the wealth of the province be shared by the province as a whole. This socioeconomic development initiative must not be a "divide and conquer" process, rather a strengthening for the benefit of the entire Province.)
! Capitalize on the unique resources inherent in the Zone, especially our people resources, and maximize opportunities in such areas as arts, crafts, culture, recreation, travel and tourism, technology, heals; etc.
! Enhance and increase our Zone's role in the global marketplace.
! Become a key international trading center within a globally competitive economy.
! Establish and maintain appropriate levels of support and services to residents of Zone 19.
! Promote development and encourage business and consumers to work in partnership.
! Remove the barriers of unemployment, out-migration, cutbacks and lack of consumer confidence.
! Encourage community participation by supporting and encouraging volunteering.
! Feedback Summary from Public Meetings

Comments on the Goals Diagram:

! The diagram is missing the whole strength that comes from the **people**.

! The economic plan is supposed to focus on the people and the ideas that come from them, yet nowhere in the diagram is the public and **public input** mentioned.

New Guiding Principles suggested:

! **Integrate** economic policies and activities within a social development framework of equity, equality and fairness.

! **Maximize** our resources, especially all our people.

! Uphold a positive **work ethic** which fosters continual growth and development. (Remove "striving for excellence" as this is indicative of an exclusionary process done by arbitrary; standards).

! **Maximize** employment and skilled development while conserving, preserving and protecting our environment. (Would CCDA write people off if they never achieved maximum employment".)

Additional Comments:

! "At this point we would like to reiterate the extreme importance of incorporating both **social and economic** development. It is our belief and understanding that one cannot exist without the other; that indeed, economic development is built on social development. To do otherwise would foster continuance of the steady decline of this province."

Consumer Organization of the Disabled

! " I consider Zone 19 to be an area that has a vital future, but only we, the people, living within the geographical area can go out and make it happen. We have relied too long on the feeling that someone from the outside will come here and make things happen. I think that we must wake up to the fact that we have to **do things for ourselves**."

Phillip Laurie Paradise

! " Over the last decade, we have seen a continual erosion of our social safety net that is unnecessary and unfair. Business must realize that **social and economic** development must work and grow together if any sort of sustained economic renewal is to be realized. It cannot be emphasized enough that the financial "survival of the fittest" attitude that currently exists is counterproductive to the development of economic and social growth. Inclusiveness, fairness and equity must be the cornerstones to any economic plan that is put forward by the CCDA."

Leon A. Mills Canadian Hard of Hearing Association

! "The ideas presented here have running through them the theme of economic development through leadership, organized activities and informal education. In this region, we have the information resources and the workforce skills to make such a dream come true. What is missing is **synergy**. The challenge is putting all the pieces together in what is initially a fun setting in order to promote even more worthwhile endeavors.

Steve Motty

Question: What are the strengths of Zone 19?

Population Center:

! All communities recognized that having a major population center with the highest population concentration and one third of the provincial population was a strength. As well the urban-rural mix in the Zone was seen as an advantage. Small communities are close enough to St. John's MPA to benefit from business and market opportunities as well as the various facilities in the area. (However, in some communities proximity to St. John's was seen as a weakness).

Transportation:

! Close to major shipping lanes and transportation routes including the international airport, good roads, a sheltered coastline with good sea ports and sea going vessels.

Other Infrastructure:

! Youth and Human Resource capital.
! Availability of good land that is cheap and near the major centers.
! Facilities such as Sports and Recreational, Educational, Telecommunications and availability of Fibre-optic links.

Geological/Geographical strengths:

! Scenic attractions/natural beauty of the area and a clean environment are beneficial for tourism potential/development in all areas (e.g. Manuels River, Topsail Beach, all of Bell Island, etc.)

The People / Social Environment:

! Distinct identity of the different communities in the area and their strong sense of community values. As well we have "good people", and are a great place for children to grow up because of the low crime rate, high quality of life, hospitality and pride of the people and low traffic rate in many smaller communities.
! As well we have a strong youth, senior, volunteer, and equity group sectors.

Business / Economics:

! Economic development is a priority of several Town Councils. As well the Zone holds a large number of small businesses and the possibility of a fishery being reinstated.

Question: What are some ideas, opportunities or suggestions that can be made to improve the economy and the situation of the people?

Not Specific to a Community:

! Computer resources in schools could be used during off hours and the summer for computer training.
! The Zone and the Province need to be effectively marketed.
! Fleet of Newfoundland coastal cruise ships with a construction and maintenance facility.
! Improve access to education (e.g. lower the price).
! Simplify food and drug laws for secondary food processing.
! All purpose stores and museums in smaller communities.
! Horseback riding trails along scenic coastline.
! Seal pelt processing plant.
! Protect potential tourism areas from land development.
! Support local Movie and Film industry.
! Bring primary producers (fish, farm, food manufacturing) together to discuss how they can stimulate the economy.
! Rethink job strategies v job sharing, etc.
! High technology incubators.
! Arts street/area, alternative to George street (plays, cabaret, comedy bars, etc.)
! Online network to make accommodations and as an information/marketing tool.
! Super city (economies of scale in delivery of municipal services).
! Lobster, crab, mussels and water industry.
! Transportation by sea industry.
! Colliers River and Manuels River could be developed .
! Land for a Christmas Tree farm and market Newfoundland grown trees.
! Hotels and motels outside of St. John's and Mount Pearl.
! Tourism potential best to start small and develop (e.g. adventure and extreme sports).
! Potential for expansion of the cottage industry and cottage industry attractions, for example home cooking, jams, hospitality etc.
! Develop the land behind the Trans-Canada as "cottage country", where people can spend their summers.

Government and Business Assistance:

! All communities expressed concerns over the amount of bureaucracy in government for licensing, inspections, acquiring land and the diverse tangle of funding agencies. The suggestion was for a "real" one stop shopping agency (especially for small business) and a comprehensive "funding agency" or "information on funding/support services" agency to (1) make it easier to investigate and develop business ideas, (2) seek possible forms of assistance, and (3) seek any inspections, licenses or permits required.

! Most meetings involved a concern over the attitude of government and the people of the province. Government was seen as not easily accessible to the people and not accountable for its actions and policies in areas such as resource development.
! Reduce the tax burden on Zone residents.
! There is a gap in funding (Micro business loans for less than $10,000).
! Local control of local resources.

Strategic Planning:

! Need to develop strategies and viable activities for economic growth in the Zone and direct the potential and skills of our population to Call these needs opportunities of the community.
! Co-operatives and partnerships, different groups need to work together.
! We need to focus on being the best on a small scale, bigger is not necessarily better.
! People need a combination of formal education and experience.
! CCDA needs to look after the sub-zones before the entire Zone can be attended to.

Avondale:

! Festivals to attract people from outside the smaller communities. It could be a two or three day event. This would establish a name for the community and capitalize on the areas strengths.
! Avondale Marshes could be cleared for berry farming.
! Develop the Avondale Watershed area for skidoo routes, salmon fishing and nature trails
! Rebuild the small boat basin in Conception Harbor.
! Establish a user-pay Recreational Diving Center in Conception Harbor.
! Establish an Iron Workers Museum.

Conception Bay South:

! Establish marine facilities, e.g. a yacht club and / or a Federal Harbor or Port in CBS.
! Need bigger libraries, perhaps even computer libraries.
! Development of an industrial park and/or city center (I.E.: downtown) in CBS.
! Aquaculture infrastructure needed.
! CBS should be developed and promoted as a tour destination (e.g. better weather than St. John's) especially for CABOT celebrations as well as retirees and the older population.
! Youth Facilities (e.g. youth center). Youth need to be active if not employed.
! French settlement resort for Quebec, New Brunswick, etc tourist. Long pond Harbor Development.

- Promote our history for tourism (number of small communities v signage as entering each.
- Small air runway.
- Topsail Beach camping grounds and picnic area.
- Feedback Summary from Public Meetings

Bell Island:

- Develop the land for farming including Christmas, Green pepper or Blue Spruce tree farms.
- Wrecks off the island may be exploited for diving and exploration.
- Develop Bell Island as a cottage village, a place to come home to, a place to retire and relax.
- Government needs to recognize the necessity of and efficient, cost-effective ferry for Bell Island.
- Promote the mines on Bell Island.
- Entice entrepreneurs to the island.
- Camping and trailer park.

Question: What are some weaknesses or threats to the economy of your area?

General:

- Lack of real support for agriculture and restrictions on exports such as root crops.
- Loss of youth and educated young people.
- "Overpass syndrome" is a problem.
- Expensive ferry rates to travel to NF.
- Weak roads and terrible road conditions, including poor signage
- Problem with wealth distribution of wealth (95% wealth controlled by 5% population).
- Sometimes the small businesses in the area are too close to St. John's for a viable local market.

Investment:

- Good ideas don't often materialize. There is a problem with getting good investors, few investment dollars are actually going into the Zone.
- Billed by government agencies such as workers compensation before you start making money. Places greater need for investment $.

Attitudes:

- ! The myth that money will solve all of the problems needs to be extinguished.
- ! We are our own worst enemy. We don't buy or invest locally and we spend too much time in Florida or elsewhere and not in our own Province.
- ! Some amount of animosity among communities.
- ! Negative mind set of the people.

Government:

- ! Too much bureaucracy and red tape when dealing with government (see suggestions).
- ! Over-regulation does not support local Economic Development (I.E.: too many constraints).
- ! Feedback Summary from Public Meetings
- ! The government is not people oriented. They need to be more accessible/receptive to ideas from both individuals and groups.
- ! Too much government closing, cutting and reducing services.
- ! Funding is often too fixed and targeted toward specific groups versus existing businesses.
- ! Too much capital required to obtain funding from the government.
- ! Over taxation, few tax breaks and administering the system is a disincentive to businesses
- ! Payroll tax disincentive to employment.
- ! The tax benefit that is given to outside companies is negative to local businesses.
- ! High reliance on government 3 in the Zone (both businesses and individuals).
- ! Province lacks human resource development initiatives.
- ! Too many studies not enough action.

Avondale:

- ! Lack of money for parks and general tourism upgrading.
- ! Smaller communities are left out because St. John's has all the facilities and benefits.
- ! Lack of animal control.

Conception Bay South:

- ! The area has a weak sense of identity. It is difficult to establish the identity of CBS as a community.

Bell Island:

- ! Loss of the Trade School on Bell Island, even when the people of the island objected.
- ! Loss of the fishery.
- ! Low income base.
- ! High user pay rates, long waits, and generally inefficient ferry system to Bell Island.

Question: What are the priorities for economic development in your area?

Government:

! A mechanism must be developed to take business ideas through the various stages to see if the idea is feasible and a follow up to help carry ideas through the bureaucracy and other necessary channels (I.E.: One stop shopping for government and the various needs of existing businesses and new business development).
! Many times if you are not on E.I., HRDC will not help you with funding, services etc. The Employment Insurance program needs to be changed. Human resource development programs are too focused.
! Better signs in and around the communities within the Zone.
! Streamline government programs.
! Government must listen to the people/be people oriented; we need a process for public input.
! We need to minimize government involvement in small businesses.

General:

! Need an attitude change to a clearly indicate what we are educating our youth for, people need to be more optimistic, diversified and open to new and different ideas.
! We need to maximize on what we have a strategic advantage in (I.E.: Ocean industries).
! Development of boating and marina facilities all over the coastline.
! Communities that are close to it can capitalize on the spin offs from Argentia. It is only 3/4 of an hour away and there are many service industries that can be tapped into as a result.
! The community should be promoted supported by local investment into local businesses.
! Promotion and marketing of agriculture
! More education and training in developing business plans and marketing.
! Attract retirees and the older population to the smaller communities. We need to assess the needs of seniors as the population is steadily becoming older. Ideas could include better walking trails or the development of bird or whale watching tours. That is we need to take advantage of the opportunities for this growing market segment.
! Aquaculture development.
! Need extensive business, government and economic information online.
! Buy locally campaign similar to Manufacture right here, therefore produce more locally.

Avondale:

! Iron Workers Museum in Avondale.
! Develop the Avondale Watershed area for skidoo routes, salmon fishing and nature

trails

Conception Bay South:

! Promote CBS outside of the Province or even the country.
! Better water/sewer systems
! Land development strategies
! Farmers Market.

St. John's:

! Environment (i.e Clean up the Waterford River and the Rennies Mill River).

Torbay:

! Diving center facilities. Wrecks off the coastline may be attractive to tourists.
! Market the water resources more effectively.
! Capitalize on local penetration and use of the Internet.

Bell Island:

! Infrastructure changes, for example, roads, the ferry and the Town Square. FIX THE FERRY! ν - use money to fix the ferry system first.
! Develop Bell Island Tourism and as a retirement village.
! Eliminate the negative image of, the island, both in the rest of the province and on the island itself.
! Change the attitude of the people on the island. Newfoundlander's need to be educated, employed, happy and satisfied with their lives.

Sector Meetings Feedback Summary

! **Question: What changes would you like to see made to the Goals and Guiding Principles?**

! **Question: What are the strengths of Zone 19?**
! **Question: What do you see as Weaknesses for Zone 19?**
! **Question: What are some ideas, opportunities or suggestions that may contribute to Positive economic growth in your area?**
! **Question: Do you have any additional Comments, Questions, or Concerns?**

Question: What changes would you like to see made to the Goals and Guiding Principles?

! Questionable whether or not these goals are realistic and attainable. Are we setting the bar too high? For example, the Zone has many communities with a tradition of competitiveness and getting them to act as a unified Zone may be difficult.
! Questions concerning who will fully develop these initiatives and how such development will take place was raised.

Additional goals, or changes to the goals, suggested:

! The concept of maximizing employment should be of the highest priority.
! Entrpreneurial support is one of the most important aspects pf community economic development and as such should be reflected in the goals.
! Developing a center for corporate headquarters should be a major goal as the City of St. John's will most likely take on the responsibility.
! More specific goals should be developed related to the Zone's strong areas such as the ocean industry, mining/oil/gas development, and telecommunications.
! In addition to becoming an international trading center, developing NF as a free trade zone to stimulate economic activity should be considered.
! A goal which focuses on developing communities.
! Omit the word "unique" form goal #5.
! Combine goals #4 and #5.
! Need a goal to reflect the Board's willingness to advise business on investment opportunities.
! A new goal should be to foster and coordinate communication between people/businesses' and government/organizations.
! A new goal should be to promote life long learning starting at an early age, and encourage self-sufficiency.
! Need a goal to capture the social aspect of economic development.

Changes to Guiding Principals suggested:

! Add "effective coordination" to the maximizing resources guiding principle.
! Stressing the idea of maximizing employment.
! "Community led" should be among the guiding principles.

Question: What are the strengths of Zone 19?

Transportation:

! Geographically, we are close to all major urban centers in the United States and Europe. We have the ability through an international airport and harbor to export to these markets.

Geographical Strengths:

! Close proximity to many scenic attractions and tourism sites, as well as recreational fishing, hunting, and boating areas.
! Moderate yearly climate.
! Low cost of property.
! A lot of open space and the availability of private property and privacy in general.

The people/Social Environment:

! A safe environment to raise children, accompanied by a relatively low crime rate.
! The people have many unique backgrounds and all are recognized for their overall friendliness.

Business and Economics:

! Cost of doing business is relatively low.
! Presence of knowledge-based industries.
! Possibility of a free trade zone exists here.

Other Infrastructure:

! We have good recreational facilities and programs.
! New fibre-optics network.

Question: What do you see as Weaknesses for Zone 19?

Government:

! High tax rates which hinders tourism and business.
! Government red tape and bureaucracy can be very frustrating and hindering for people who are trying to get a business idea off the ground.
! Difficulty in convincing funding agents that an opportunity is viable.
! HRDC is not funding for necessary training. They are supposedly training for the future yet they are continuing to train people in skills where no work is available.

Transportation/Infrastructure:

! Transportation costs are high.
! Bad infrastructure for major transportation, especially the roads in smaller communities and throughout the city.

Business/Economics:

! Attractiveness of tourism industry is lacking.
! Access to capital input is lacking.
! Low sensitivity to and appreciation of the markets we do have.
! We are currently involved in very little international transporting or shipping.
! Out migration of better trained youth and workers. We need a way to attract people to come back.

People/Social Community:

! People don't feel needed or necessary, they seem unaware if their right to act upon their ideas and often see problems where none exist.
! People in the province seem to have an inferiority complex. They don't believe that they are as capable or deserving of success as people who live on the mainland.
! We are a government dependant society. We are taught at an early age that negativity is the way of life. A perception problem exists that future projects are bound to fail because of past failures.
! There is not enough public awareness of the **REAL** opportunities that are available.

Question: What are some ideas, opportunities or suggestions that may contribute to Positive economic growth in your area?

Not specific to any Sector:

! There is a need for a positive, yet aggressive marketing and promotion strategy that will promote the Zone and the province throughout Canada, the United States and Europe.
! We must identify weaknesses and negatives in the system and culture and rectify them if at all possible. We need to focus on changing the negativity and negative outlook of the people.
! Attract beneficial and successful people back to the province to help the growth process.
! Better and more detailed knowledge of Zone 19 and the Province need to be available to anyone who requests such.
! Encourage certain airlines to have more than three flights a week to specific destinations.
! Possibility for storage of manufactured products at the airport.
! A collective, coordinated effort is needed between the people and the government.
! Service personnel need to be trained to serve tourists. We need quality people in the service sector to attract tourists.
! People with knowledge need patience to teach those who are learning.
! Change the mind-set of the people concerning government money. People need to realize that they cannot spend their lives being dependant on the government to assist them.
! Abolish the Department of Industry, Trade and Technology as well as the Department

of Municipal Affairs.

- Abolish the EDGE Program as it is bias and counterproductive.
- Municipalities need to be given more power.

Labor Sector:

- Need a positive labor/management framework rather than referencing a positive work ethic in the guidelines.

Federal Government Sector:

- We need to identify new markets and capitalize on them.
- We don't necessarily have to go in a completely different direction as in the past. We simply need to change our focus and attitudes.
- We need to find better ways of attracting tourists and getting them to spend their money in the zone and in the province.
- A high level of technology is needed to increase productivity of our knowledge-based industries.
- Better collaboration is required between the education sector and the technological sector. Private school could partner and coordinate their efforts to increase high technology education.
- Times are changing. People should realize that being educated for its own sake is not enough anymore. We need to start educating for real jobs and focus on life long learning.
- The universities and private colleges need to have better options in their curriculums. For example, very few courses are available in bio-technology in this province and there should be.
- More attractive tax packages are required to keep small businesses up and running.
- Develop good Bed and Breakfasts.
- We need concrete projects to attack head on and create employment.

Community Social Development Sector:

- Someone needs to be accountable for all the past mistakes and problems. If we find out what went wrong in the past them we can avoid making the same mistakes in the future.
- Change people's attitudes especially concerning the E.I. system. Working long enough to "get your stamps" is no longer fully acceptable.
- Something needs to be done to improve the self esteem of the people who live in the Zone. They need meaningful employment or volunteering.
- Create a task force to examine the issue of support services for mental health/special needs individuals.
- Create a goal/task force on community and special development.
- Create a goal/task force on the arts, culture, and entertainment industries.

- Create a directory of opportunities to give information and advice on where to invest.
- Provide a free university tuition.
- Encourage people to be their own boss. Have them realize that they can do it.
- Increase and encourage development of the Information Technology Sector.
- Need to clean up the environment.
- Invest in youth, encourage them to participate and share their ideas and opportunities. Show them the opportunities that exist if they stay in the province.
- Need to train people for the changing requirements of the workforce. We need to start with ourselves.

Community Economic Development Sector:

- We need a more positive entrpreneurial attitude and culture.
- We need continual support instead of granting funding and sending people on their way. Continual support would help to prevent many of the problems that people face when beginning a new venture.
- Begin to set up a series of incubator malls.
- Need to get individual communities interested in and focused on the economic development of their community.
- Need to get the various municipalities involved. However, Community Futures "...could not pay them enough to get involved...".

Business Sector:

- St. John's could be an international center for tour packages. Flights traveling to Europe could land here.
- Develop an auto-manufacturing plant in the Zone.
- Increase high value added, high technological, knowledge-based industries and manufacturers.
- We must focus on building on what is available and working with what we have.
- We need a group to assess ideas. This group would include design people to help develop ideas and effectively market them.
- An attitude change is needed. If we ever get to the point of recognizing that 20% of something is better than 100% of nothing then we will be on the road to changing the pervasive negativity that surrounds the people of this province.
- Develop the proposed civic center. This will make the area much more attractive to tourists.
- Need a better infrastructure, especially the roads, and especially in the smaller communities.
- A structure needs to be in place to match skills with resources and recommend upgrading if necessary.
- The people in the province need to invest in themselves and in their own businesses. We need to buy and invest locally.
- Our tax system needs to improve. One tax is all we need.

- Cut the red tape and bureaucracy. We need a user friendly environment in government.
- We should capitalize on the potential to use the European market to our advantage. We are the closest to England in North America and England is the "gateway to Europe".
- Develop tour packages such as all terrain vehicles, wilderness tours and cabins.
- Use fewer stereotypical marketing techniques to promote the Province. People are getting tired of seeing Newfoundland dog or a picture of the Narrows in relation to this Province.
- Need a center for small businesses to teach the basics and practicalities of operating a small business. This center could teach simple accounting, bookkeeping and even marketing.

Question: Do you have any additional Comments, Questions, or Concerns?

Labor Sector:

Question Raised:

- Is CCDA working with the two governments? How do the Zonal Boards function with the governments?
- Are there too many groups out there trying to do their own thing instead of working together?
- Is there a resentment in the communities toward the Zones as a result of the RDA's being replaced?
- Is CCDA concerned with the issue of amalgamation? Is there a hidden government agenda here?
- Does the Board link social and economic development?
- How is CCDA addressing the problem of apathy and mistrust in the population? No one, not even the unions, can trust the government anymore, how will CCDA overcome this barrier?
- When we talk of being a key international trade partner, will we trade with countries regardless of the vast numbers of human rights issues that may be involved?
- What exactly is Labors' role in economic development? How is it that the Labor community can contribute?
- Is there a mechanism or structure for bringing the Zones together? How do we endure that the Zones actually work together and do not compete for resources and funds?

Comments and Concerns:

- Tourism seems to be a popular buzz word. There seems to be a lot of emphasis put on tourism even to the point of replacing higher paid permanent jobs with low paid seasonal jobs.
- There are always problems with different tourist attractions. Cape St. Mary's, for example, is a big tourist attraction yet the people who visit it don't spend money in the

area. Therefore, there is little economic benefit to St. Mary's itself.

! Privatizing the parks is a major concern. There may be a problem with the quality of services provided if the parks are turned over to the private industry.

! There is uncertainty concerning labors' role in economic development. We need to example alternative economic development models. Employers and labor need to work together to encourage economic development.

! Newfoundland and Labrador needs a strong private sector and a strong public sector. When you start to dismantle the public sector you will have problems.

Community Social Development Sector:

! A lot of change needs to take place in the environment for people to accept your vision Statement and Goals. We need to improve the social and economic climate before people can actually start to believe that these things are possible.

! CCDA's methods need to be evaluated to increase public participation.

! There needs to be a more concrete definition of CC DA and its's processes.

! CCDA may be regarded by the public as too " up in the clouds".

! People don't have the time or the commitment to get involved.

! Lack of awareness in the community of CCDA and its role will be a problem. Community/Organization networking is essential.

! If the government wants CCDA to have veto power against business ideas then the power of the organization would be huge.

! This plan must be implemented and not just be a paper exercise.

! It is a challenge to get people involved. We need to capture people's imagination to invest in our future.

Questions:

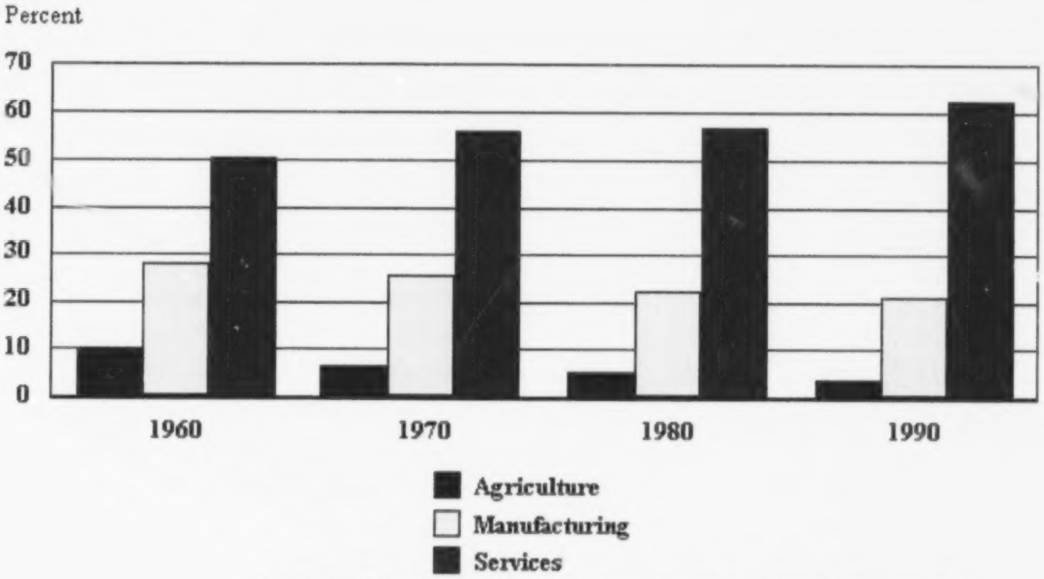
! Members of CCDA are kept informed of what CCDA is doing. What about everybody else?

! Should CCDA act as a referral agency?

Appendix B

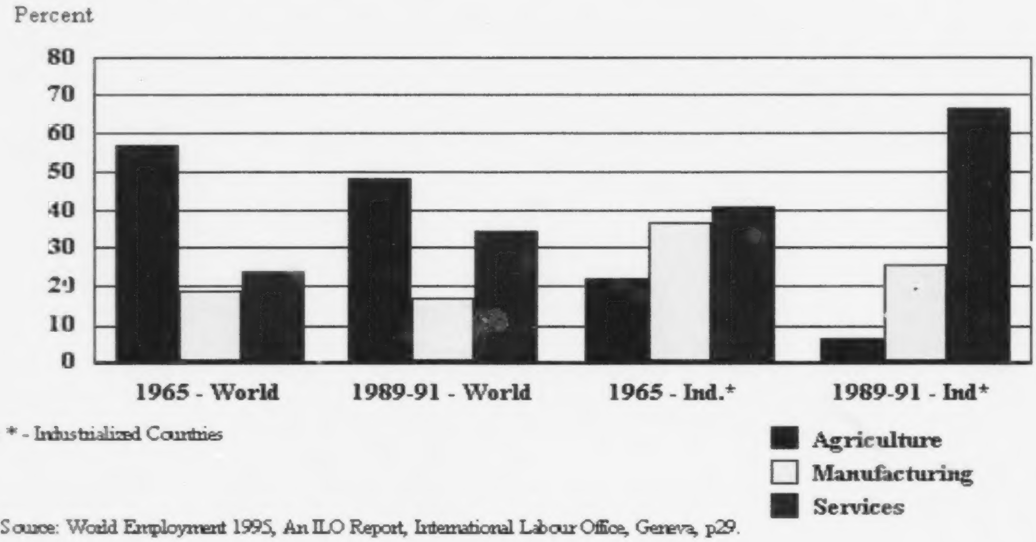
1. **Figure B. 1 - Structure of World Output: 1960-1990**
2. **Figure B.2 - Structure of World Employment1965 and 1989-1991**
3. **Figure B.3 - Structure of Newfoundland and Labrador Output, GDP@ Factor Cost, 1971 &1993**
4. **Figure B.4 - Structure of Newfoundland and Labrador Employment, 1976 & 1994**
5. **Figure B.5 - Value of Trade and Production, Canada, Newfoundland and Labrador, 1987-1996**
6. **Figure B.6 - Destination of Exports, Canada, Newfoundland and Labrador, 1987 and 1996**
7. **Figure B.7 - Composition of Exports, Canada, Newfoundland and Labrador, 1987 and 1996**
8. **Figure B.8 - Employment by Class of Worker, Newfoundland and Labrador, 1975-1993**
9. **Figure B.9 - Number of Establishments by Sector, Zone 19, Province, December 1996**
10. **Figure B.10 - Number of Establishments by Industry, Zone 19, Province, December 1996**
11. **Figure B.11 - Number of Business Establishments By Employment Size, Zone 19, Province, December 1996**
12. **Figure B.12 - Labour Force Characteristics, Zone 19, Province, December 1996**
13. **Figure B.13 - Labour Force Characteristics, Zone 19 Communities, 1991**
14. **Figure B.14 - Age Distribution, Zone 19, Newfoundland and Labrador, Canada, 1991**
15. **Figure B.15 - Level of Educational Attainment, Zone 19, Newfoundland and Labrador, Canada, 1991**
16. **Figure B.16 - Percenatge of Population with < Grade 9; University Degree, Zone 19 Communities, 1991**
17. **Figure B.17 - Percenatge of Population < Grade 9 by Age, Newfoundland and Labrador, Canada, 1991**
18. **Figure B.18 - Sources of Personal Income, Canada, Newfoundland and Labrador, 1987 and 1996**
19. **Figure B.19 - Income Distribution, Zone 19, Zone 19 as a Percentage of Provincial Average, 1991**
20. **Figure B.20 - Income Characteristics, , Zone 19 Communities, 1991**
21. Figure B.21 - Rate of Police Reported Incidents by Most Serious Offence, Canada and Nfld. and Lab., 1995, 1996

Figure B.1
Structure of World Output: 1960 - 1990



Source: World Employment 1995, An ILO Report, International Labour Office, Geneva, p29.

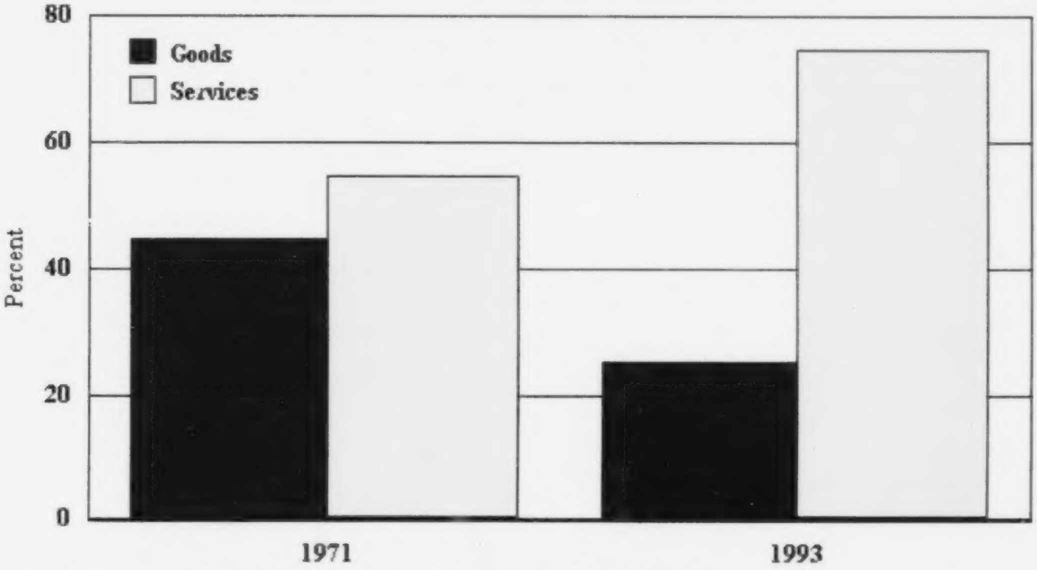
Figure B.2
Structure of World Employment
1965 and 1989-91



Note: * - Industrialized Countries

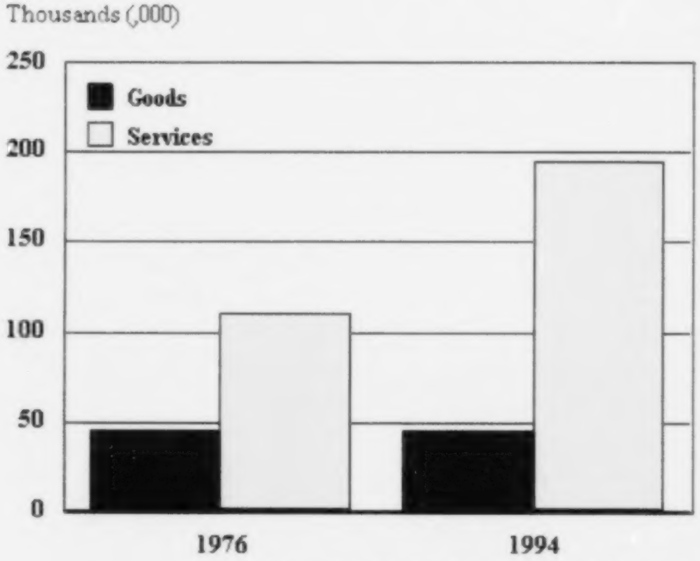
Source: World Employment 1995, An ILO Report, International Labour Office, Geneva, p29.

Figure B.3
Structure of Newfoundland and Labrador Output
GDP @ Factor Cost, 1971 & 1993



Source: Historical Statistics of Newfoundland and Labrador, Table F-4, Gov't of Nfld. & Labrador

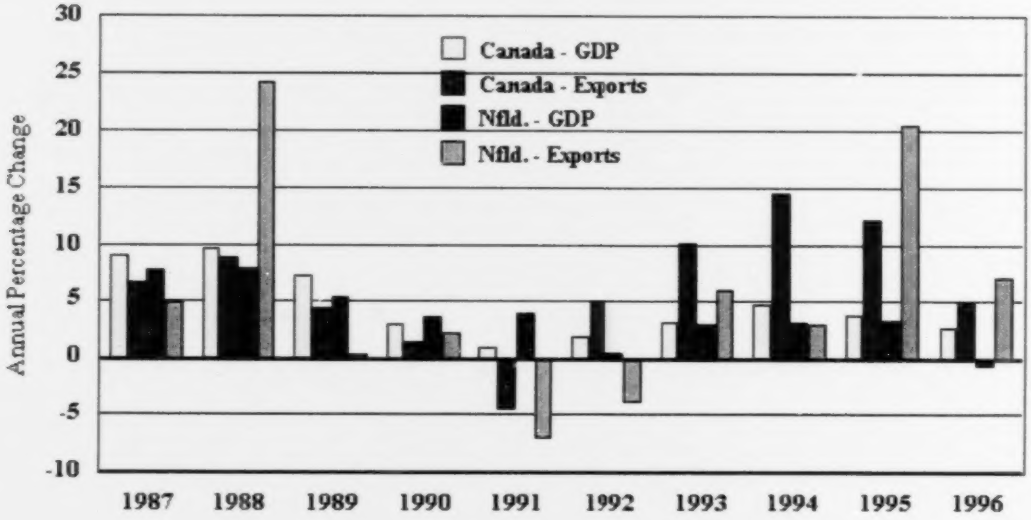
Figure B.4
Structure of Newfoundland and Labrador Employment
1976 and 1994



Inter nationally, and in this Province, the service sector has accounted for almost all the job growth over the last two decades.

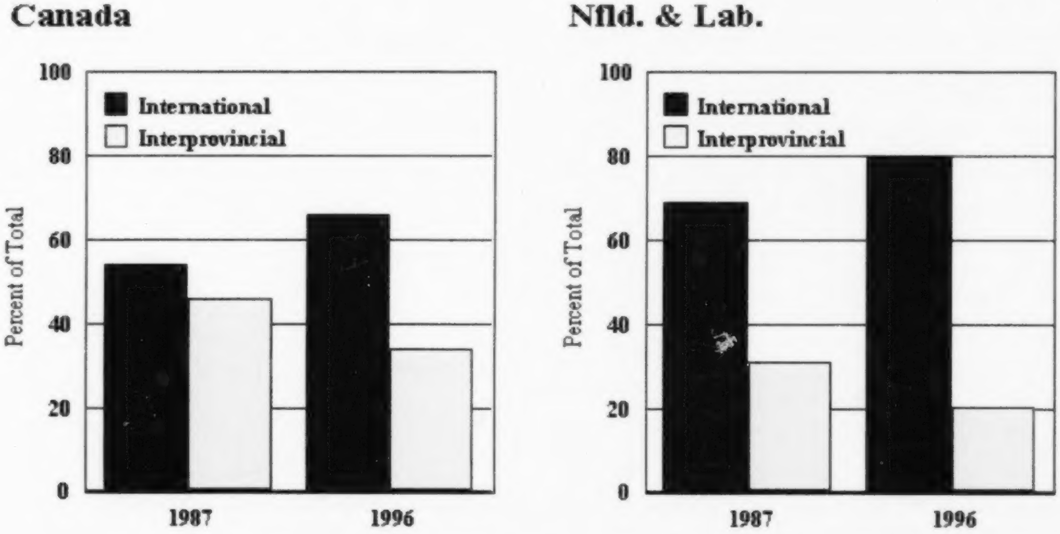
Source: Historical Statistics of Nfld. and Labrador, Table C-6 and Economy 1995.

Figure B.5
Value of Trade and Production
Canada, Newfoundland and Labrador
1987-1996



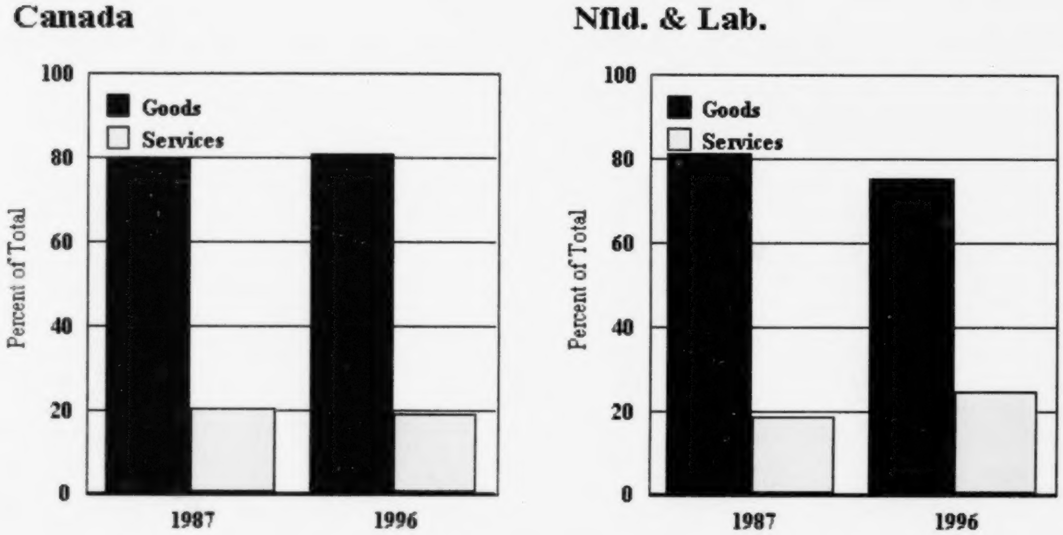
Source: Provincial Economic Accounts, Annual Estimates, 1996, Statistics Canada Catalogue no 13-213-PPB, pp. 9-10; and Newfoundland Statistics Agency.

Figure B.6
Destination Of Exports
Canada, Newfoundland and Labrador
1987 and 1996



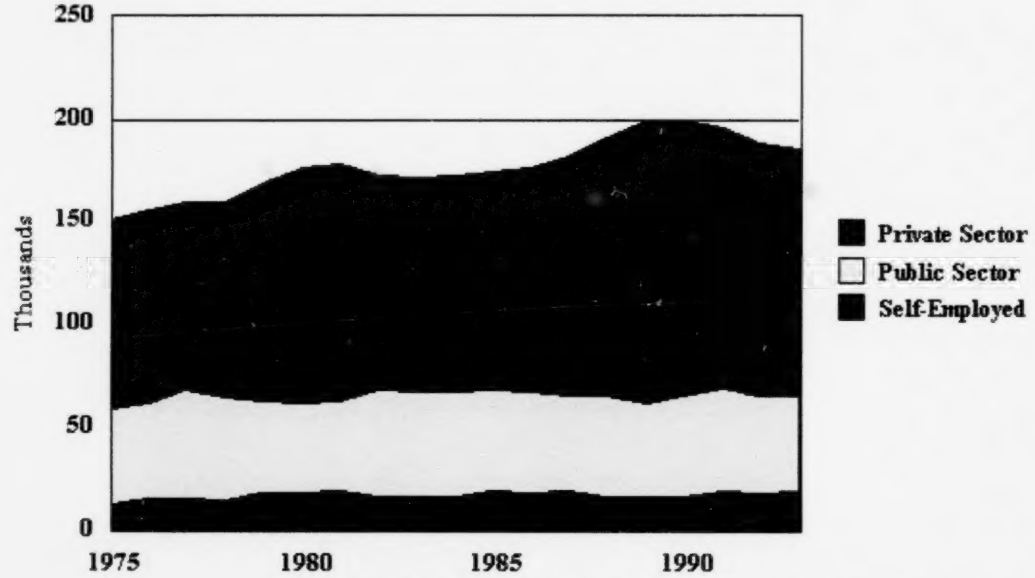
Source: Provincial Economic Accounts, Annual Estimates, 1996, Statistics Canada Catalogue no 13-213-PPB, pp. 9-10; and Newfoundland Statistics Agency.

Figure B.7
Composition Of Exports
Canada, Newfoundland and Labrador
1987 and 1996



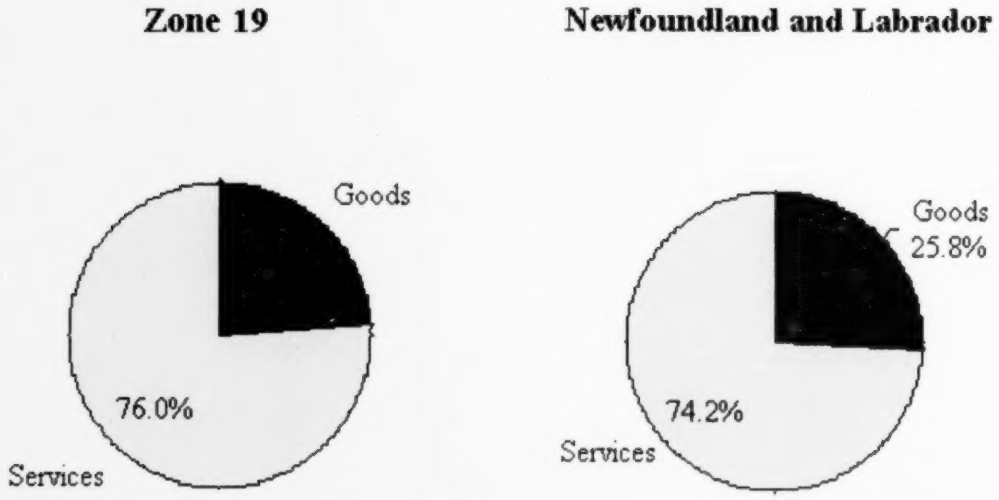
Source: Provincial Economic Accounts, Annual Estimates, 1996, Statistics Canada Catalogue no 13-213-PPB, pp. 9-10; and Newfoundland Statistics Agency.

Figure B.8
Employment by Class of Worker
Newfoundland and Labrador, 1975-1993



Source: Table C-8, Historical Statistics, Newfoundland and Labrador

Figure B.9
Number of Establishments by Sector
Zone 19, Province, December 1996

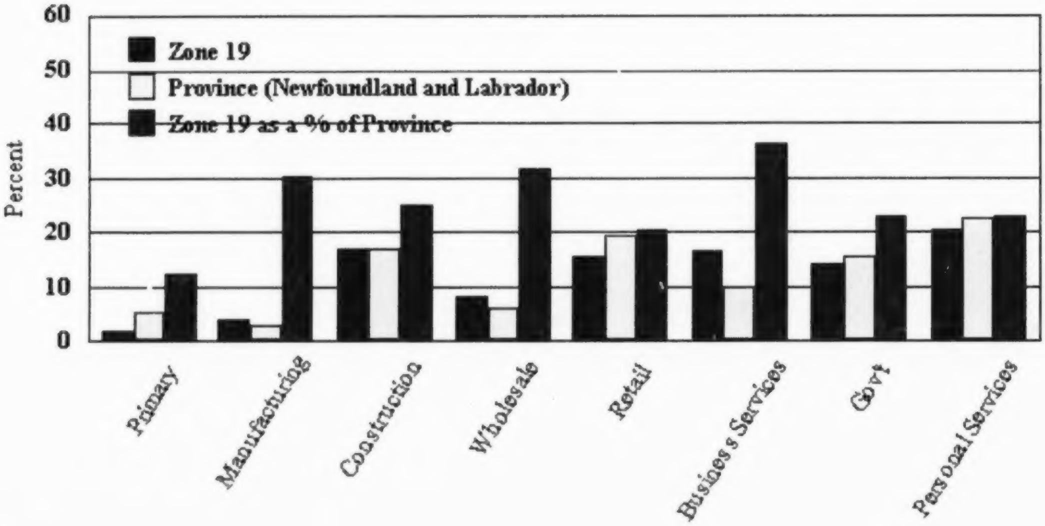


Zone 19

Newfoundland and Labrador

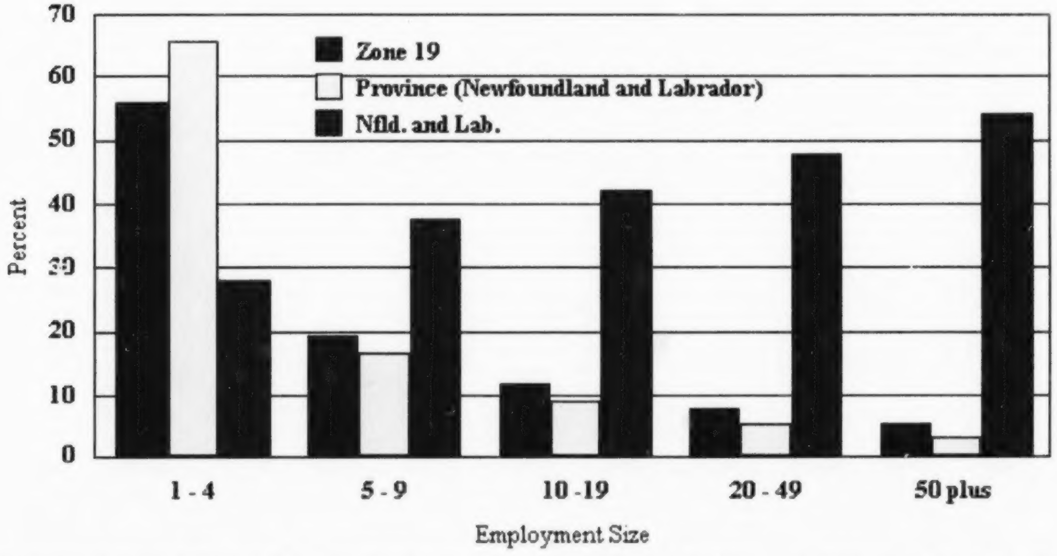
Source: Business Register , Statistics Canada, Newfoundland Statistics Agency, Dept. Of Finance.

Figure B.10
Number of Establishments by Industry
Zone 19, Province, December 1996



Source: Business Register, Statistics Canada and Newfoundland Statistics Agency.

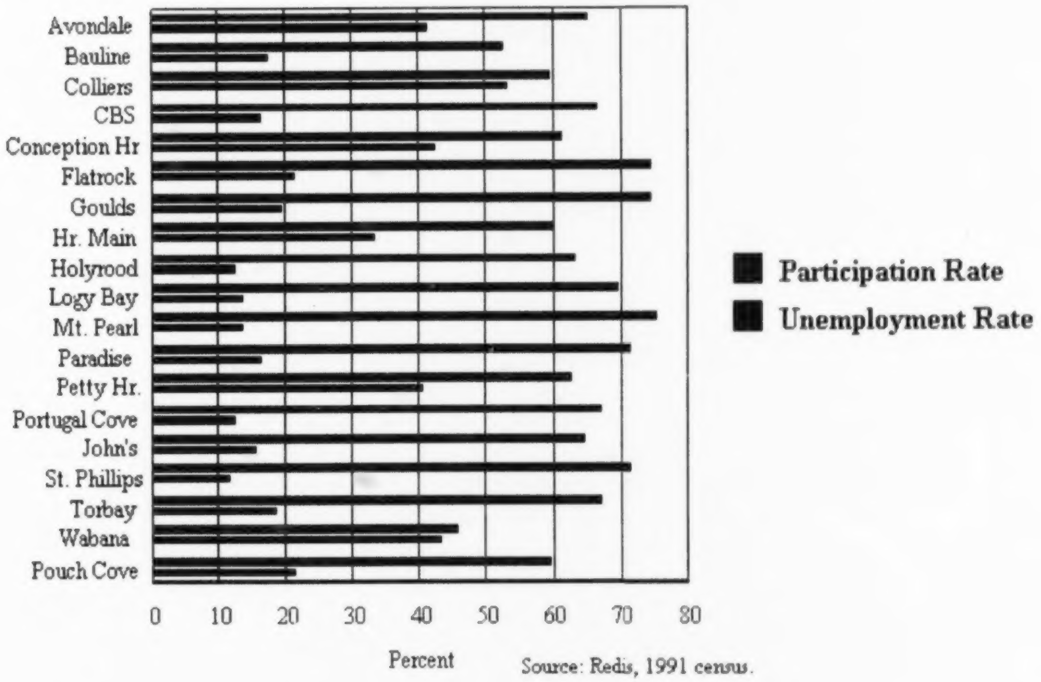
Figure B.11
Number of Business Establishments By Employment Size*
Zone 19, Province, December 1996



* Employment Size is defined as Full-Time Equivalent.

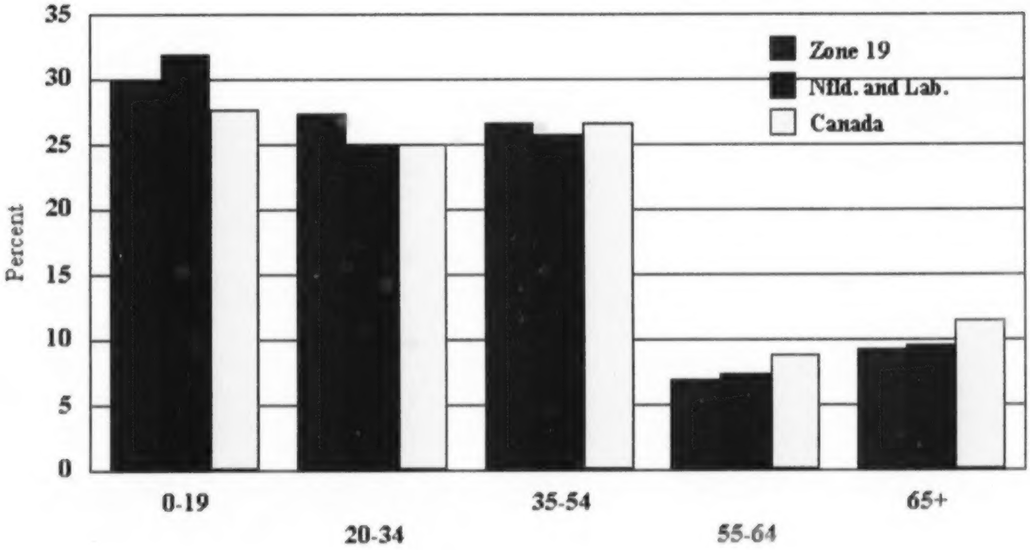
Source: Business Register , Statistics Canada, Newfoundland Statistics Agency, Dept. Of Finance.

Figure B.13
Labour Force Characteristics
Zone 19 Communities, 1991



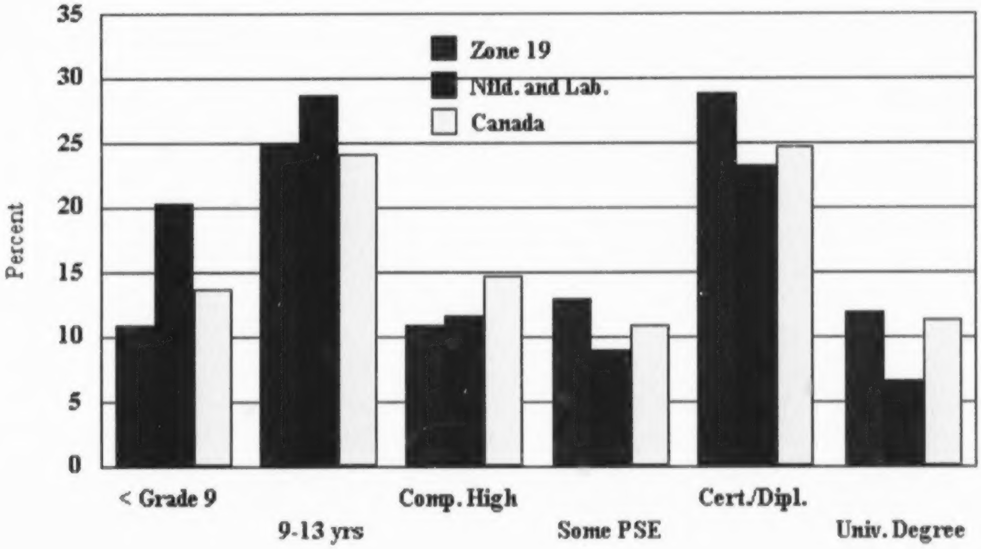
Source: Redis, 1991 census.

Figure B.14
Age Distribution
Zone 19, Newfoundland and Labrador, Canada, 1991



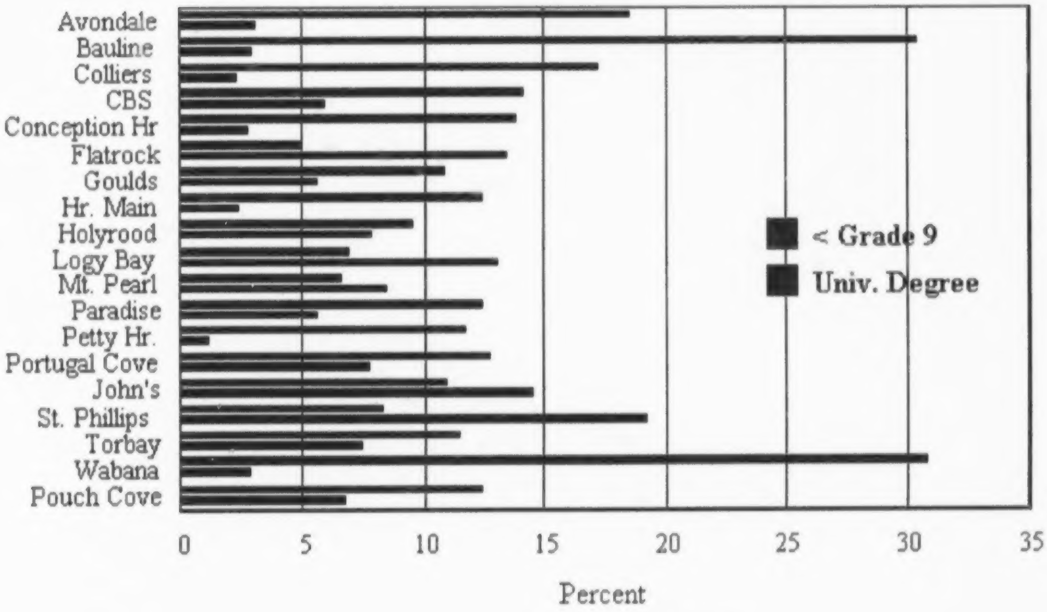
Source: Statistics Canada, 1991 census.

Figure B.15
Level of Educational Attainment
Zone 19, Newfoundland and Labrador, Canada, 1991



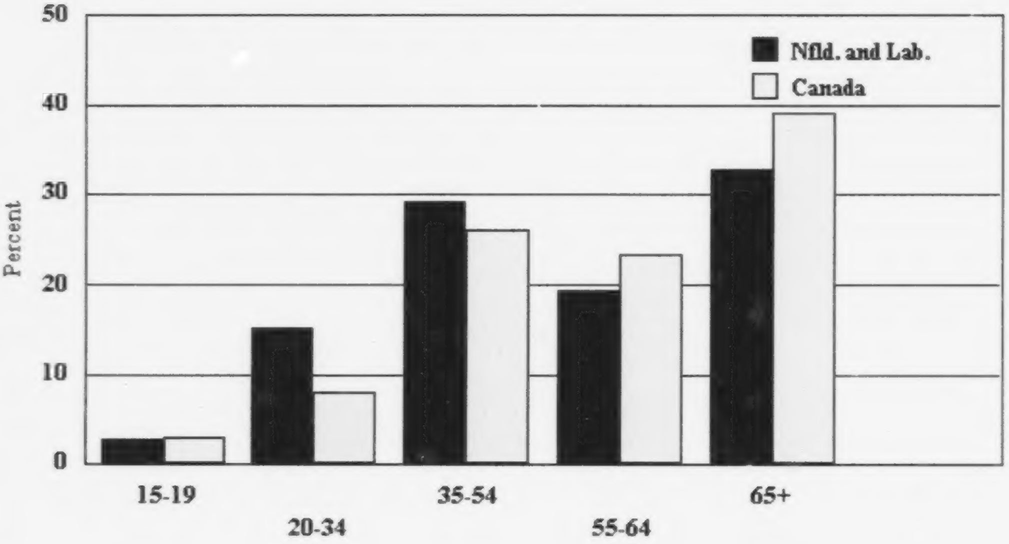
Source: Statistics Canada, 1991 census.

Figure B.16
Percentage of Population with < Grade 9; University Degree
Zone 19 Communities, 1991



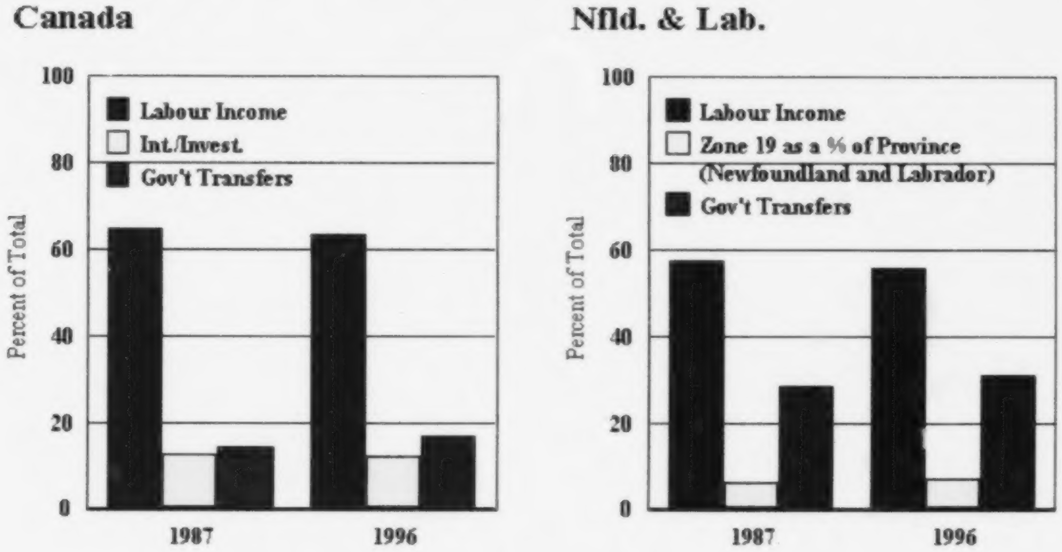
Source: Redis, 1991 census.

Figure B.17
Percentage of Population < Grade 9 by Age
Newfoundland and Labrador, Canada, 1991



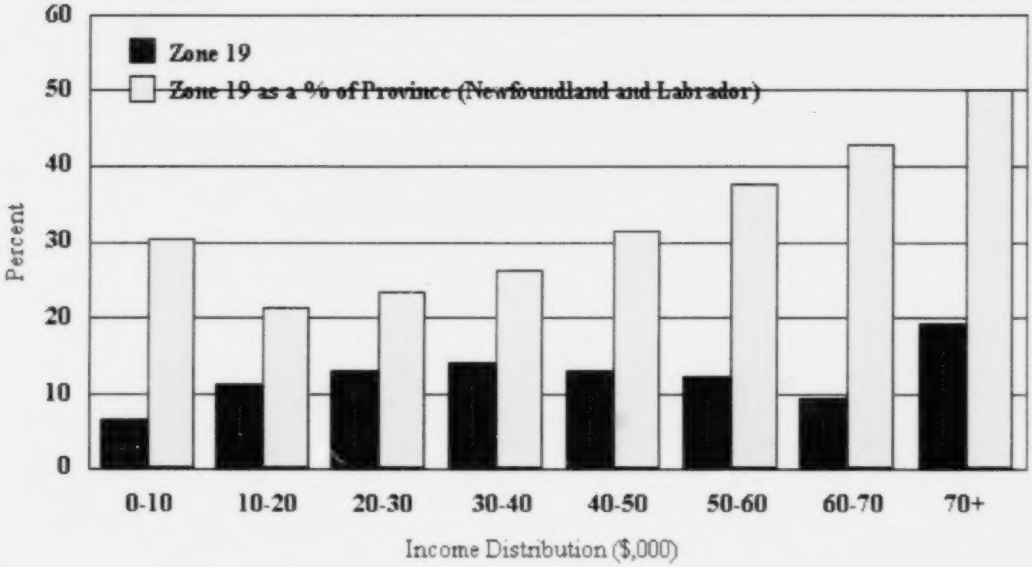
Source: Statistics Canada, Cat. 93-328, 1991, p. 24.

Figure B.18
Sources of Personal Income
Canada, Newfoundland and Labrador
1987 and 1996



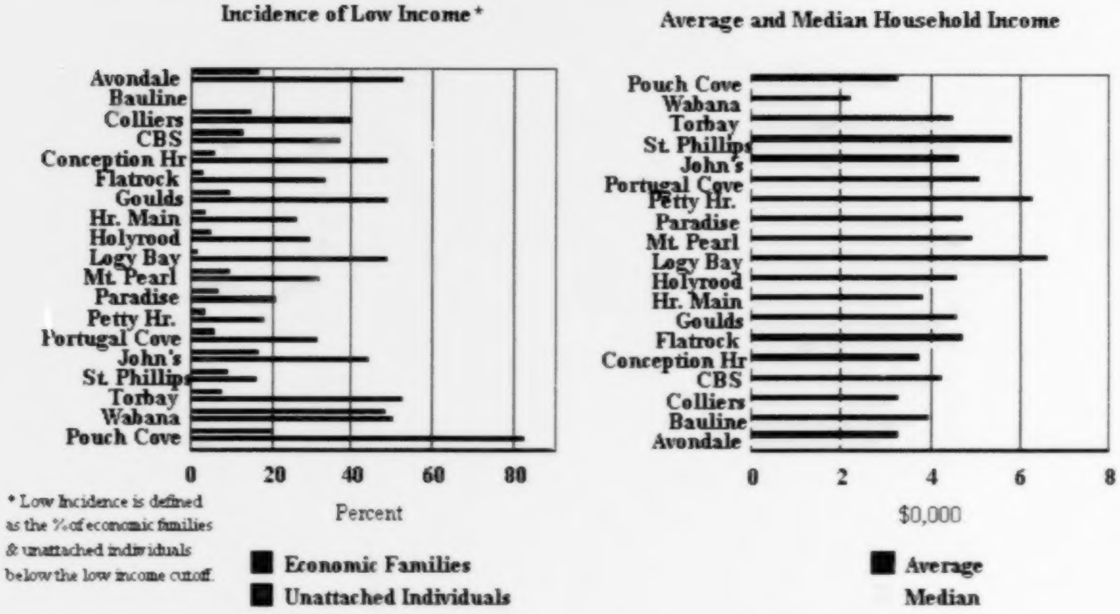
Source: Provincial Economic Accounts, Annual Estimates, 1996, Statistics Canada Catalogue no 13-213-PPB, p. 168; and Newfoundland Statistics Agency.

Figure B.19
Income Distribution
Zone 19, Zone 19 as a Percentage of Provincial Average, 1991



Source: REDIS System.

Figure B.20
Income Characteristics
Zone 19 Communities, 1991

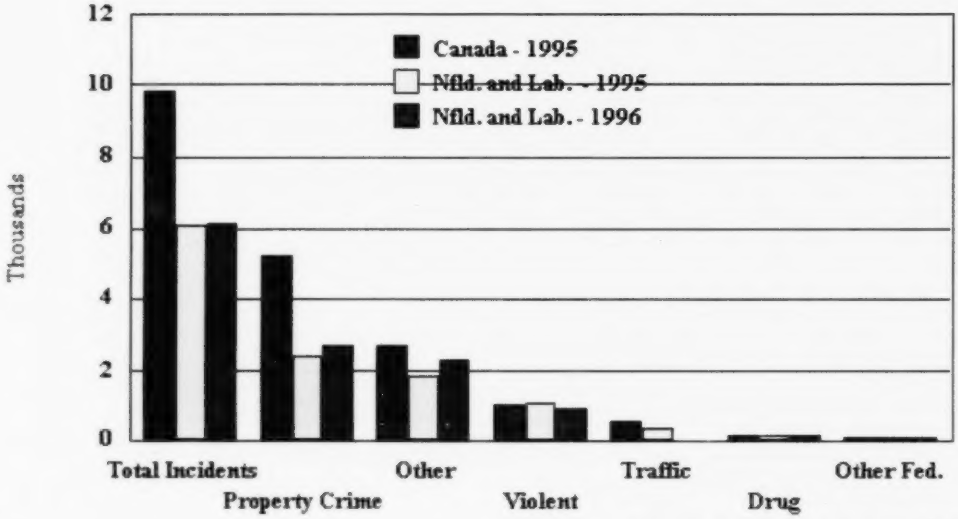


* Low Incidence is defined as the % of economic families & unattached individuals below the low income cutoff.

Source: Redis, 1991 census.

Figure B.21

Rate* of Police Reported Incidents, by Most Serious Offence, Canada and Nfld. and Lab., 1995, 1996**



* Rate s are calculated on the basis of 100,000 population.

** 1996 data for Canada is not available.

Source: Statistics Canada Cat. 85-205 XPE; and Canadian Crime Statistics, 1996

APPENDIX C

Table C.1
Comparison of Tax Structures and other Economic Infrastructure: Zone 19

Municipality	Municipal Administration Structure (# employed)	Tax Structure and Rates		Tax and Other Incentives for Business	Municipal Promotional Initiatives	Technology Capabilities	Other Economic Development Initiatives	Total Budget for Economic Development
		Residential	Commercial					
Avondale	1 - Town Clerk 1 - Town Maint.	Poll Tax - $100/person Water Tax: $170/yr	Business Tax - 3/20 of 1% of gross revenue	-	-	-	-	-
Bauline	1 - Town Clerk/ Manager	Property Tax - 6.5 mills Water Tax -	Utilities - 2.5% gross revenue; all others 25 mills	-	-	- Computer	-	-
Colliers	1 - Town Clerk	Poll Tax - $110/yr	Business Tax - 1/5 of 1% of Gross Revenue	-	-	-	-	-
Conception Bay South	2 - Town Clerk/ Manager; Director of Administrative & Financial Services	Property Tax - 7 mills	Various rates	5 year business tax reduction scheme for new and expanding indus., comm. And retail	- Newsletter - Web Page - Brochure - Business Directory	- LAN to be connected to Internet	- Development of IAS Committee - Workshop for Economic Development	
		Water/Sewer - .75 mills-1.5 mills	Water/Sewer - various					
Conception Harbour	1 - Town Clerk/ Manager	Poll Tax - $120/yr Water Tax - $180/yr	Business tax - 1/5 of 1% of Gross Revenue	-	-	- Computers	-	-
		Property	Business - 15					

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Colliers	1 - Town Clerk	Poll Tax - $110/yr	Business Tax - 1/5 of 1% of Gross Revenue	-	-	-	-	-
Conception Bay South	2 - Town Clerk Manager; Director of Administrative & Financial Services	Property Tax - 7 mills	Various rates	5 year business tax reduction scheme for new and expanding indus., comm. And retail	- Newsletter - Web Page - Brochure - Business Directory	- LAN to be connected to Internet	- Development of IAS Committee - Workshop for Economic Development	
		Water/Sewer - .75 mills-1.5 mills	Water/Sewer - various					
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		Property	Business - 15					

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		Residential	Commercial					
Flatrock	1 - Town Clerk	Tax - 5.5 mills	mills	-	-	- Computers	-	-
Harbour Main-Chapel Cove-Lakeview	1 - Town Clerk 1 - Town Foreman	Property Tax - 7 mills; Poll Tax - $220/yr;	Business Tax - 7 mills	-	-	- Computers	-	-
		Water Tax - $168/yr Water/Sewer - $288/yr						
Holyrood	4 - Town Clerk; Administrative Asst; Secretary; Superintendent	Property Tax - 7 mills; Poll Tax - $150/yr	Various rates	- participant in EDGE program	- Tourism Brochure	- Computers	-	
		Water Tax - $250/yr Water/Sewer - $500/yr						
Logy Bay-Middle Cove-Outer Cove	1 - Town Clerk/ Manager 1 - Assistant Town Clerk 1 - Maintenance	Property Tax - 5.5 mills; Poll Tax - $125/yr	Business Tax - 12 mills	-	-	- Computers	-	-
Mount Pearl	8 - City Manager, Clerk, Engineer, Treasurer, Planner, Parks & Recreation Director, Operations Man., Economic Dev.	10 mils	General Commercial: 17.0 mils[1]	- phased in tax incentives - participant in EDGE program	- Website - Frosty Festival - Videos, brochures - Community Calendar of Events	- online access to Internet - several buildings connected via LAN	- SEP released in 1995 - Business Success Magazine - Business Database - Annual Business Directory	- $472,000 including $180,000 from CDA Community Investment Plan

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		Residential	Commercial					
		Water: $190 per unit						
Paradise	4 - Town Manager, Engineer, Clerk and Treasurer	9.4 mils	flexible depending on business type	- 3 year business tax break for new, qualifying businesses - participant in EDGE program	- Newsletter -2 times/ year - WEB site - Brochures on business/residential development	- computer - online access to Internet	- nil	
Petty Harbour - Maddox Cove	1 - Town Clerk	Property Tax - 11 mills	Business Tax - 12 mills	-	-	- Computers	-	-
Portugal Cove - St. Phillips	6 - Town Manager, Clerk/Treasurer, Development Officer, Assis. Clerk; Support Staff	Property - 7.0 mils	Business - Various	- nil	- Community updates monthly - Festival of Friendship - Annual Regatta	- computers networked - online access to Internet	- nil	
Pouch Cove	3 - Town Clerk; Asst. Clerk; Town Foreman	9 mills	25 mils	nil	- advertisements local paper	- computer	- Northeast Avalon Joint Town Council	
		Water and Sewer: $255.96 Water: $127.98						
St. John=s	- Commissioner System; total of 8 executive positions; total staff approximately	Realty: 10 mils - 11 mills^2 Water: $190 per unit/year	Realty: 16 mils - 17 mils Occupancy: General : 17 mi^3 (Minimum	- participant of EDGE program	- WEB site; tourism video/ brochure; group tour guide; economic profile; variety	- several municipal buildings connected via Lan and mainframe;	- SEP released - several initiatives including info-fair; regulatory reform; information products; joint	- ED: 1.5 persons/ 1 temp.; Budget > $98,000 - Tourism: 7.0 persons/ 7 summer; Budget

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		Residential	Commercial					
	800.		$250).		of information Bulletins	- dedicated Internet connection installed in Fall/97	venture assistance for mining; efforts to attract cruises and conferences.	> 358,000.
Wabana	3 - Town Manager, Clerk, Economic Development Officer	10 mills (min. $200); Poll Tax - $200 per year.	variable depending on business type:[4]	- Low business tax and inexpensive community building lots	- Newsletters - WEB site	- computer - online access to the Internet	- Katimavick Project - proposals for international mine training facility and tourism industry - land registry program	

Appendix D
What Does a "Healthy" Community Look Like?

	Healthy	Unhealthy
	optimism	cynicism
	focus on unification	focus on division
	"We're in this together"	"Not in my backyard"
	solving problems	solution wars
	reconciliation	hold grudges
	consensus building	polarization
	broad public interests	narrow interests
	interdependence	parochialism
	collaboration	confrontation
	win-win solutions	win-lose solutions
	tolerance and respect	mean-spiritedness
	trust	questioning motives
	patience	frustration
	politics of substance	politics of personality
	engaged citizens	apathetic citizens
	diversity	exclusion
	citizenship	selfishness
	challenge ideas	challenge people
[illegible]	problem-solvers	blockers & blamers

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engaged citizens	apathetic citizens
diversity	exclusion
citizenship	selfishness
challenge ideas	challenge people
problem-solvers	blockers & blamers

	individual responsibility	me-first
	listening	attacking
	healers	dividers
	community discussions	zinger one-liners
	focus on future	redebate the past
	sharing power	hoarding power
	renewal	gridlock
	"We can do it!"	"Nothing works."

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	healers	dividers
	community discussions	zinger one-liners
	focus on future	redebate the past
	sharing power	hoarding power
	renewal	gridlock
	"We can do it!"	"Nothing works."

Appendix E
Summary of Action Items

Goal: Integration and Investment

Objective 1: Social and Economic Integration:

4.1.1a CCDA will establish a Task Force (or sub-committee) whose purpose will be to strengthen and enhance the linkages between social and economic development. Possible activities include:

< the design and sponsorship of educational activities focusing on social development and its links to economic development;

< the encouragement of public discussion through various media (print and electronic) and the Zone newsletter focusing on the relationship between social and economic development; and

< the development of on-line information through the CCDA web site relevant to social development and the provision of links to othe national and international sites pertaining to economic and social development.

Objective 2: Social and Economic Indicators

4.1.2a CCDA will advance the development of a set of social and economic indicators by collaborating with key social/community organizations, communities and residents to identify indicators, determine priorities and measure progress.

4.1.2b CCDA will form a sub-committee to develop knowledge and skills in the development of community-based, effective and sustainable economi and social indicators to determine the progress of Zone 19.

4.1.2c CCDA=s sub-committee will support or sponsor necessary research, training and group facilitation to assist local communities, groups and citizens to identify key indicators.

Objective 3: Investment in People

4.1.3 a CCDA will support the organization of a roundtable discussion with representatives from different sectors to develop an action plan for strategi investments in human resource development, particularly early childhood education. The results of the roundtable will be used to develop a action plan that will result in more strategic investment in early childhood development.

4.1.3b CCDA will ensure that information about employment initiatives (such as the youth experience program, the federal youth employment strateg and other innovative programs) is distributed to appropriate stakeholders.

4.1.3c CCDA will encourage the exploration of appropriate alternative approaches within the workplace (such as home-based employment and telework) as a means of enhancing employment opportunities.

4.1.3d CCDA will encourage and support employment equity programs within the public, private and third sectors.

Goal: Community Participation, Collaboration and Endorsements

Objective 1: Community Participation

5.1.1a CCDA will continue to promote the Zone through publication and distribution of its Newsletter. Members will be surveyed to obtain feedbac on the content of the Newsletter and will be encouraged to submit items for possible inclusion in the Newsletter.

5.1.1b CCDA will support training/leadership development initiatives which strengthen voluntarism and community involvement.

5.1.1c CCDA will actively support links/partnerships among individuals and agencies within Zone 19 whose focus is developing community involvement.

5.1.1d The CCDA will establish and promote an Awards Program recognizing significant achievements in the areas related to the goals and objective of our Strategic Development Plan.

5.1.1e CCDA will encourage the Department of Development and Rural Renewal through the SRD Agreement to assist all Zones by funding and supporting activities to:

< develop a set of social and economic indicators in each Zone;

< explore new approaches to public participation and community capacity building;

< understand and support both social and economic development as integral components of sustainable development;

< enhance boards= governance abilities and volunteer leadership training;

< establishing methods and audit tools for assessing the social impacts of development;

< enhance knowledge and ability to undertake social auditing.

Objective 2: Collaboration

5.1.2a CCDA will facilitate a roundtable discussion among communities in the Zone for the purpose of promoting and encouraging a zonal marketin initiative. This activity is a component of the Investment and Entrepreneurship Goal, in particular, Objective 1 - Attitude, Item 5.2.1b.

5.1.2b CCDA will seek to partner with industry associations, such as the Alliance for Manufacturers and Exporters of Newfoundland and Labrador Newfoundland Environmental Industry and Newfoundland Ocean Industries Association, to collaborate on initiatives designed to help thes industries grow and expand.

Objective 3: Endorsements

5.1.3a CCDA will develop policy and criteria to guide the endorsement process of development initiatives. This policy and criteria will be made available to residents of Zone 19.

5.1.3b In keeping with its role as a facilitator, CCDA will encourage, advise, support and endorse sound development prospects proposed by Zon residents, organizations, communities, educational institutions and businesses.

Goal: Entrepreneurship, Investment and Job Creation

Objective 1: Attitude

5.2.1a Undertake a climate survey in the zone to identify attitudinal concerns and use results as a benchmark for attitudinal initiatives.

5.2.1b Develop and Promote a Positive Profile of the Zone/ Promote success stories.

Objective 2: Entrepreneurship

5.2.2a CCDA will facilitate a roundtable discussion of educational institutions and government representatives to discuss how to incorporate entrepreneurship, international trade and business-oriented courses in all disciplines throughout the education system.

5.2.2b In consultation with community stakeholders, CCDA will prepare a brief that will encourage the Provincial Government to adopt a policy tha encourages and provides incentives to provincial educational institutions, (including both the school system and post-secondary institutions - to make their resources and services available to the community and business. A win-win situation must be created for all parties. This activit is also referenced under 5.3 - Education, in particular, 5.3.3c.

5.2.2c CCDA will support initiatives to explore the social economy and the third sector as valid creators of long-term, wealth-generating employment

Objective 3: Business-Friendly Environment

5.2.3a The Province as well as a number of local governments are streamlining regulations. CCDA will facilitate a roundtable discussion of governments and zone residents to discuss issues surrounding streamlining of regulations.

5.2.3b CCDA will profile the delivery of federal, provincial, municipal, educational and community business support programs in the Zone to determin the potential for harmonization and coordination.

5.2.3c CCDA will profile the resources and capabilities of the communities within the Zone to access information on business development issues such as: how to investigate, develop and operate a business; general research, types of assistance programs; opportunities identification; an Internet and e-mail access. A roundtable discussion will be facilitated between government and communities to develop an action plan to address any deficiencies.

Objective 4: Quality

5.2.4a CCDA will facilitate a round-table discussion with the various sectors and quality experts, such as the National Quality Institute, to enhanc the understanding of quality principles and identify mechanisms for incorporating these into an organization.

5.2.4b CCDA will, in consultation with stakeholders, develop a database on international standards of excellence, including contacts, and promote the same to all sectors in the Zone through the newsletter.

Objective 5: Investment

5.2.5a CCDA will profile the availability and uptake of investment capital in the Zone, subsequently identifying any gaps in availability and any othe deficiencies. Alternative mechanisms, such as community bonds and personal tax incentives, that will increase the availability of investment particularly for those business start-ups and expansions that are seeking only small amounts of capital investment, will be examined. A roundtable discussion will be facilitated with stakeholders to develop an action plan to address any deficiencies and alternative mechanisms

5.2.5b Facilitate a roundtable discussion among potential investors and those seeking investment to discuss realistic expectations of both parties concerning the conditions potential investors may require for investing and the terms those seeking investment are willing to accept.

5.2.5c Work with partners in developing a minimum of one networking session for investors and those seeking an investor. A database of potentia investors and those seeking an investment will be developed.

5.2.5d CCDA will profile the types of and access to management training within the Zone. CCDA will facilitate a roundtable discussion between privat and public sectors to discuss the profile, identify any gaps, and propose new training and/or mechanisms for enhanced access to existing trainin programs if necessary.

Objective 6: Job Creation

5.2.6a CCDA will explore and consider the experience of other jurisdictions to determine an appropriate structure to assist job creation.

5.2.6b CCDA will lobby the Provincial Government to establish a mechanism that would involve key stakeholders during the negotiation phase of major contracts.

Goal: Education And Human Resource Development

Objective 1: Shared Responsibilities

5.3.1a The CCDA will establish a Council on Education and Economic Development (CEED) made up of education and community representative to facilitate the further development, implementation and evaluation of initiatives to achieve our goal of a continuum of integrated educationa experiences. Specific activities may include the establishment of educational partnerships between schools and community stakeholders an develop a marketing/ promotional strategy to showcase its benefits to the community and encourage others to become involved.

5.3.1c CCDA will host a workshop to support the maximum utilization of community resources in developing a variety of early intervention strategie to address the needs of children Aat risk≅ (Teachers on Wheels). This activity is linked to other initiatives addressing utilization of communit resources, namely 5.2.2b and 5.3.3c.

Objective 2: Human Resources

5.3.2a CCDA, in partnership with Human Resources Development Canada, will survey employers in Zone 19 to compile information on market conditions and trends in Zone 19.

5.3.2b CCDA will support career development programs by identifying a minimum of 30 employers, (public/private or third sector) who would tak a student (junior or senior high school student) and/or educator for a job shadowing experience and/or a work placement or who would be willing to participate in a speakers= bureau.

5.3.2c CCDA will support the establishment of an AAsk A.......≅ Program during the 1998-99 school year on the Partnerships In Education Advisor Committee=s database by identifying 20 business/labour representatives that would be prepared to answer questions via e-mail relating to ou sector priorities from students at all levels of the secondary school system (including both junior and senior high school).

5.3.2d CCDA will facilitate the development of a program encouraging public-private sector exchanges. As an example, CCDA will support the development of programs that would provide educators with temporary work placements with employers (public, private and third sector) t increase their understanding and collaboration between education and the economy as well as provide opportunities to upgrade specific skill and enhance in-school curriculum to reflect current and future labour market conditions. Also included will be the facilitation of internationa teacher internship programs for secondary and post-secondary programs. This activity is a component of a Public-Private Sector Exchange Program discussed under Goal 2: Entrepreneurship and Investment, in particular, 5.2.1d and Goal 4: Export Development and Internationalization, 6.1.3c.

5.3.2e CCDA will work with educators and community groups to host public information sessions on labour market information and its implication for education and training programs, after which focus group workshops will be held to address priority issues in the further development o realistic career planning.

Objective 3: Education, Training and Learning Linkages

5.3.3a CCDA will facilitate a public information session on Prior Learning Assessment during the 1997-98 school year.

5.3.3b CCDA will work with senior representatives from the secondary (which includes both junior and high schools) and post-secondary system o how best to proceed with making more effective linkages between programs at similar and different levels.

5.3.3c CCDA will host a round table discussion on how best to maximize the resources of our schools and educational institutions to benefit all community stakeholders. This activity is also a component of investment and entrepreneurship, in particular, 5.2.2b.

Goal: Export Development and Internationalization

Objective 1: Information and Awareness

6.1.1a CCDA will work with partners to ensure a Azonal≅ presence is established at all trade shows/exhibitions in the Zone that have a national and/o international focus.

6.1.1b CCDA, in partnership with government and industry, will develop an awareness campaign for local business and potential businesses of th services and tools available to assist them in availing of export opportunities.

6.1.1c CCDA will sponsor a Abrown bag≅ luncheon series for businesses and potential businesses who are interested in learning about export opportunities, cultural considerations etc whereby individuals and/or businesses with export experience elaborate on their experience in the global marketplace.

6.1.1d CCDA will develop a directory of ex-patriot residents of Zone 19 willing to act as ambassadors to current businesses/potential businesses o Zone 19 interested in developing their export potential.

6.1.1e CCDA will develop a database to track export activity in Zone 19 to measure progress in enhancing exports and stimulate awareness of expor potential.

Objective 2: Memorandum of Understanding

6.1.2a CCDA will commission a study to define the characteristics and attributes of Zone 19 and develop a list of potential complementary region with which the CCDA could establish an MOU, such as Zone 19 and Dublin.

Objective 3: Curriculum

6.1.3a CCDA will coordinate international business days for entrepreneurship, technology and other education programs as appropriate.

6.1.3b CCDA will establish an Achiever=s International Pilot Project between a secondary school in Zone 19 and another country, for example Scotland.

6.1.3c CCDA will facilitate international teacher internship programs for secondary and post-secondary educators. This activity is a component of the Temporary Work Placement Action under Education, in particular. 5.3.2d.

Objective 4: Support Free-Trade Initiatives

6.1.4a CCDA, in partnership with other agencies, will facilitate free trade developments in the Zone.

6.1.4b As identified through independent reports and studies, CCDA will lobby in support of policy directions which will result in enhanced trade fo the Zone.

6.1.4c CCDA will work with and support industry groups in the examination of issues particular to export development such as:

< transportation; and

< national and international marketing of Newfoundland products and services.

Objective 5: Education Services Sector

6.1.5a CCDA will work with the Provincial Advisory Committee for Education Export (PACEE) to raise awareness of the potential growth of the educational services sector by hosting public information sessions on the PACEE Report - Exporting Educational Products and Services.

6.1.5b CCDA will initiate discussion with representatives from the Elder Hostel Program to implement strategies to increase participation in this program and to explore the associated tourism potential.

6.1.5c CCDA will host a conference focusing upon entrepreneurial educational opportunities (i.e. edu-tourism, foreign students, cross cultural studies and marketing initiatives designed to enhance the export of educational products and services.

Goal: Headquarters

Objective 1: Promotion

6.2.1a CCDA, in cooperation with industry, governments, communities, third sector and individuals, will facilitate the development of a series of community indicators designed to showcase the merits of the Zone in comparison to other jurisdictions. The indicators will build on the recen study completed by KPMG which examined and ranked Canadian, American and European cities according to an established set of criteria.

6.2.1b CCDA will facilitate a roundtable discussion with the various sectors - public, private and third - to develop action plans for promoting strategi sectors as well as increasing sector involvement, particularly Tourism, in the promotion of the Zone as a centre for business development an a headquarters location. Activities could include the development of educational and promotional materials, with distribution to those organizations with national and international affiliations as well as local hotels and tourism companies.

6.2.1c CCDA will, in partnership with the public, private and third sectors, compile a list of target headquarter companies that could be attracted t the Zone, develop specific Apackages≅ to attract the individual companies, and become part of the team to negotiate the establishment of head offices.

Goal: Science and Technology and Advanced Technologies Industries

Objective 1: Science and Technology - Organization, Policy and Leadership

6.3.1a CCDA believes the Provincial government should have a dedicated Cabinet portfolio for Science and Technology to address science and technology policy and promote advanced technologies industries. CCDA proposes the refocussing of the Department of Industry, Trade an Technology mandate to science and technology.

6.3.1b CCDA will establish the Capital Coast Science and Technology Council to oversee all Science and Technology activities in the Zone. Som members of the Council should also be members of the Province=s Business and Technology Council. Potential activities include facilitatin a series of Science and Technology forums to involve the community in the development of science policy (the framework for such forums ha been well established in British Columbia), and coordinating a meeting of all research and development centers and agencies in the Zone to explore the need for an overall coordinating body.

6.3.1c CCDA will lobby school boards in the Zone to establish standing committees on the integration of technology into the curriculum of the schools

6.3.1d CCDA will identify three other regions which can be used to benchmark the Zone=s progress in Science and Technology and growth in advanced technologies industries. Possible benchmark locations include Halifax, Dublin and Vancouver. Funding will be sought from federa and provincial sources to underwrite the cost of the benchmarking exercise.

Objective 2: Awareness - Building the Science Culture

6.3.2a CCDA will, through its Science and Technology Council develop mechanisms to create awareness and build the science culture. Potential activities include:

< a Ascience challenge for teachers≅ which will seek to upgrade skills in the K-12 system;

< research and inventory science and technology resource materials for school programs;

< endorse and promote science camps and science fairs and recruit national programs to the Zone, such as the Connaught Laboratorie Biotech Student Fair;

< endorse and promote enrichment programs such as the Shad Valley Program which provides an entrepreneurial program and wor experience for high school students exhibiting leadership qualities and high achievement in science;

< establish a CCDA Science and Technology Council awards program for teachers, students and technology entrepreneurs;

< secure funding from the federal and provincial governments to assemble information and to develop dissemination models in relatio to career opportunities in Science and Technology and advanced technologies industries. CCDA supports organizations in their development of speakers program for schools that mobilizes volunteers drawn from Science and Technology professionals and technology entrepreneurs in the Zone. This Speakers Program is a subset of the Speakers Bureau identified in 5.3.2b - Education an Human Resource Development;

< establish a complete database of science and technology human resources throughout the education system including primary, elementary, secondary and post-secondary in both the private and public sectors and in research centers and government labs in th Zone. This could be done by merging existing databanks; and

< organize inventors forums in cooperation with the Waterloo Innovation Centre.

Objective 3: Application of Science and Technology in Industry and Government

6.3.3a CCDA will lobby the health care sector to extend its Amodel user≅ program and privatization initiatives for the information technology secto to include the biotechnology and environmental technology sectors. The model user program is one where government underwrites the cost of a pilot project to develop a technology which can subsequently be sold to other provincial, national and international customers.

6.3.3b CCDA will lobby the federal, provincial and municipal governments to use the clean-up of the St. John=s Harbour as a model user. CCDA will partner with government in seeking funding from international foundations and the private sector to proceed. Local environmental companies will be encouraged to develop or license leading edge technologies to solve the clean-up problem. The Zone should position itsel to provide harbour clean-up services to the world throughout the next century.

6.3.3c CCDA will, in collaboration with the GIS sub-committee of Newfoundland Alliance of Technical Industries (NATI), host a workshop with all municipalities in the Zone, the appropriate provincial government departments and the major utilities in the Zone to secure a commitmen to build a Auniform GIS system≅ to be used by all parties and to be supplied by GIS companies in the Zone.

6.3.3d CCDA will host a workshop with members of the Health Care Corporation, Telemedicine/TETRA, the School Boards and the Chair of Tele Education at Memorial to develop a strategic plan by which the Zone can supply medical and educational services through the information highway to the rest of the Province and to subsequently pursue national and international markets. This workshop will build on initiatives withi the Education Services Sector, in particular, 6.1.5c.

6.3.3e CCDA will host, in collaboration with the new Film Development Agency and NATI=s multi-media subcommittee, a workshop on how multi media suppliers can provide support to the Province=s emerging film industry.

6.3.3f CCDA will host a workshop with NATI on the development and delivery of multi-media learning materials to lifelong learners -- locally, nationally and internationally.

6.3.3g CCDA will host a workshop on TeleWork to identify it=s potential for development, including the roles of the various stakeholders such as communities, labour and governments. The results of the workshop can be incorporated into the examination of alternative forms of employmen as identified in 4.1.3c - Investment in People.

Objective 4: Image Building and Investment Prospecting

6.3.4a CCDA will lobby the Provincial Government to develop a comprehensive communications plan and brochures to:

< highlight the science culture emerging in the Zone;

< to showcase the Science and Technology facilities and human expertise resident in the Zone;

< to exhibit the excellent education infrastructure in the Zone and the availability of an educated workforce; and

< to celebrate the success stories of our advanced technologies industries. This initiative is linked with the Entrepreneurship and Investment Goal, in particular, 5.2.1b which addresses attitudes.

6.3.4b CCDA will seek to partner with the Provincial Government to encourage Science and Technology investment into the Zone by:
I) the federal government X Department of Fisheries and Oceans, Department of Forestry, National Research Council, etc.
ii) the Pharmaceutical Manufacturers Association of Canada (PMAC) members trading on the Bill C-91 requirement for enhanced research and development spending in Canada.

6.3.4c CCDA will seek to partner with the Provincial Government to target investment promotion activities at:
I) International biotechnology companies,
ii) International marine communications companies, and
iii) International environmental technology companies.

Objective 5: Access to Managerial Expertise

6.3.5a CCDA acknowledges and endorses the initiatives such as the GENESIS Centre and Operation MENTOR of Operation ONLINE which seek to establish a network of mentors (largely ex-Newfoundlanders) through the information highway. Both initiatives seek mentors that have a allegiance to Newfoundland and have established or managed high-tech businesses nationally or internationally. CCDA will enlarge upon thes initiatives and will build a database of volunteer mentors (locally, nationally and internationally), who will assist entrepreneurs in the Zone t establish successful, internationally competitive enterprises. CCDA will assist existing industry associations to perform the matchmaking rol by providing access to the databank.

6.3.5b CCDA will lobby Atlantic Canada Opportunities Agency and Human Resources Development Canada to revise their funding support program to provide assistance to advanced technology firms seeking to hire experienced senior management. The contribution percentage and the maximum level of remuneration must be sufficiently high to permit the attraction of world class managers.

6.3.5c CCDA in collaboration with industry associations will sponsor workshops to provide technology training for non-scientists (biotechnology, environmental technologies and information technologies) as well as business training for scientists and technologists.

Objective 6: Access to Capital

6.3.6a CCDA will lobby the provincial government to enact a tax credit for labour-sponsored venture funds which are targeted at advanced technologies industries, such as the Canadian Medical Discoveries Fund and the New Venture fund of Natural Sciences, Engineering Researc Council.

6.3.6b CCDA will lobby the chartered banks to establish in the Zone knowledge-based industries funds comparable to those set up in other areas o Canada. Funds will be sought for biotechnology, information technologies and environmental technologies as well as youth entrepreneurshi funds for all knowledge-based industries.

6.3.6c Lobby the Credit Unions and related organizations to set up in the Zone an alliance funding program for knowledge-based industries as the have done in other areas of Canada.

Objective 7: Infrastructure

6.3.7a CCDA will work with post-secondary institutions and government officials to identify an appropriate area for a AResearch Park≅ and to secur zoning protection for the appropriate area. A detailed development plan will then be commissioned and a campaign commenced to seek fundin support for the development.

This proposed park should be highlighted in the Investment promotion campaign discussed earlier.

Goal: Tourism

Objective 1: Growth in Conferences/Events

6.4.1a Building on existing initiatives, CCDA will work with existing conference promoters to research and target conferences and particularly thos groups which are comprised of >natural tourists≅.

6.4.1b CCDA will work with and provide support for municipalities in developing sport tourism initiatives that will market the area as a prime destination for national sporting events.

6.4.1c In the area of conference promotion, some of the major hotel chains in the province are pushing for, and are prepared to underwrite the cost of a Conference Bureau to centralize and coordinate promotional activity. CCDA fully endorses this private sector initiative. To supplemen this initiative, CCDA will establish either in partnership with the proposed Conference Bureau, other Zones or separately, a Secretariat to support any person or group that is organizing a conference/event for more than 100 people from outside Zone 19. Suggested activities of th secretariat include assisting the bureau with marketing and attracting conferences, providing logistical support in terms of arranging accommodations, entertainment bookings, tours, printing services, etc. The Secretariat will maintain a registry of services available throughou the zone and make this information readily accessible to all.

6.4.1d CCDA will investigate the feasibility of establishing an incentive program to assist a community or private sector champion to bring a conference/event to the Zone. Upon completion, CCDA will facilitate a round table discussion between public and private/community sector to develop an action plan.

6.4.1e CCDA will facilitate a workshop/forum for >Champions≅ in the Province that have organized or are potential organizers of conferences/event in Zone 19. The workshops will discuss issues involved in staging events of this type and address possible avenues of support and mechanism for securing association/organization approval. It will help Achampions≅ develop the skills required to Asell≅ their organization on Zone 1 as the optimum conference site.

Objective 2: Integrated Attractions

6.4.2a CCDA will host a workshop on the economic potential of community events being integrated into conferences. This will be a follow-up sessio to the workshop for organizers/champions (6.4.1d) and will target community leaders, but will seek to bring back the Conference Champion and existing private and public sector organizers of conferences, including the major hotels.

6.4.2b CCDA will lobby Human Resource Development Canada to establish a program initiative to support the hiring of MBA students and Co-o Business Administration students from Memorial University as well as business students from the College of the North Atlantic and the privat schools in the Zone to develop comprehensive business plans for community groups interested in establishing an integrated event in their community.

6.4.2c CCDA, through the Conference Secretariat/Conference Bureau, will establish a brochure/planning guide to all community events for distributio to conference organizers/champions to facilitate booking of community events. It will also set up this information on the CCDA web-site.

Objective 3: Regional Conference/Event Centre

6.4.3a CCDA initiated the development of a non-profit corporation to spearhead the establishment of a regional civic centre facility on the Northeas Avalon Peninsula and actively participates on a community-based group to champion the issue, and secure funding commitments to underwrit the cost of construction and operation of the regional Conference/Event Centre.

Objective 4: Long-Term Infrastructure

6.4.4a CCDA will seek to mobilize volunteers from the zone=s Aplanning fraternity≅ (architects, engineers, municipal planners, etc) to help conceptualize key infrastructure initiatives. Suggestions include:

- the park concept on the southside hills and the associated hillside development (former Sohilco initiative),

- a tourist harbour development at the pilot boat pier next to Harvey=s wharf. This could include properties on either side of the War Memoria and Water Street up to Temperance Street, which might entail closing and embedding the Hill O= Chips into the development.

- a Granville Island (Vancouver, BC) type development of Quidi Vidi Village, building on excellent facilities already in place (Quidi Vidi Brewery and the Flake House Restaurant facility).

Communities are invited to bring concepts forward to CCDA for endorsement.

Once the plan is conceptualized, CCDA will lobby for zoning restrictions to protect the areas and for public and private sector funding to ac as an incentive to attract the appropriate types of development to make the conceptual plan a reality.

Appendix F
Implementation Schedule

Goal/Objective	Action Item	Action Item Details
Ongoing		
Integration & Investment in People		
Investment in People	4.1.3d	CCDA will encourage and support employment equity programs within the public, private and third sectors.
Community Participation, Collaboration and Endorsements		
Community Participation	5.1.1a	CCDA will continue to promote the Zone through publication and distribution of its Newsletter. Members will be surveyed to obtain feedback on the content of the Newsletter and will be encouraged to submit items for possible inclusion in the Newsletter.
	5.1.1e	CCDA will encourage the Department of Development and Rural Renewal through the SRD Agreement to assist all Zones by funding and supporting activities to: < develop a set of social and economic indicators in each Zone; < explore new approaches to public participation and community capacity building; < understand and support both social and economic development as integral components of sustainable development; < enhance boards= governance abilities, and volunteer leadership training; < establishing methods and audit tools for assessing the social impacts of development; < enhance knowledge and ability to undertake social auditing.
Endorsements	5.1.3b	In keeping with its role as a facilitator, CCDA will encourage, advise, support and endorse sound development prospects proposed by Zone residents, organizations, communities, educational institutions and businesses.
Tourism		
Regional Conference/Event Centre	6.4.3a	CCDA initiated the development of a non-profit corporation to spearhead the establishment of a regional civic centre facility on the Northeast Avalon Peninsula and actively participates on a community-based group to champion the issue, and secure funding commitments to underwrite the cost of construction and operation of the regional Conference/Event Centre.
October, 1997		
Education and Human Resource Development		
Human Resources	5.3.2a	CCDA, in partnership with Human Resources Development Canada, will survey employers in Zone 19 to compile information on market conditions and trends in Zone 19.
January, 1998		
Integration and Investment		
Social and Economic Integration	4.1.1a	CCDA will establish a Task Force (or sub-committee) whose purpose will be to strengthen and enhance the linkages between social and economic development. Possible activities include: < the design and sponsorship of educational activities focusing on social development and its links to economic development; < the encouragement of public discussion through various media (print and electronic) and the Zone newsletter focusing on the relationship between social and economic development; and < the development of on-line information through the CCDA web site relevant to social development and the provision of links to other national and international sites pertaining to economic and social development.
Investment In People	4.1.3a	CCDA will support the organization of a roundtable discussion with representatives from different sectors to develop an action plan for strategic investments in human resource development, particularly early childhood education. The results of the roundtable will

Goal/Objective	Action Item	Action Item Details
		be used to develop an action plan that will result in more strategic investment in early childhood development.
	4.1.3b	CCDA will ensure that information about employment initiatives (such as the youth experience program, the federal youth employment strategy and other innovative programs) is distributed to appropriate stakeholders.
	4.1.3c	CCDA will encourage the exploration of appropriate alternative approaches within the workplace (such as home-based employment and telework) as a means of enhancing employment opportunities.
Community Participation, Collaboration and Endorsements Collaboration	5.1.2a	CCDA will facilitate a roundtable discussion among communities in the Zone for the purpose of promoting and encouraging a zonal marketing initiative. This activity is a component of the Investment and Entrepreneurship Goal, in particular, Objective 1 - Attitude, Item 5.2.1b.
Education and Human Resource Development Shared Responsibilities	5.3.1a	The CCDA will establish a Council on Education and Economic Development (CEED) made up of education and community representatives to facilitate the further development, implementation and evaluation of initiatives to achieve our goal of a continuum of integrated educational experiences. Specific activities may include the establishment of educational partnerships between schools and community stakeholders and develop a marketing/ promotional strategy to showcase its benefits to the community and encourage others to become involved.
Science and Technology and Advanced Technology Industries Organization, Policy and Leadership	6.3.1b	CCDA will establish the Capital Coast Science and Technology Council to oversee all Science and Technology activities in the Zone. Some members of the Council should also be members of the Province=s Business and Technology Council. Potential activities include facilitating a series of Science and Technology forums to involve the community in the development of science policy (the framework for such forums has been well established in British Columbia), and coordinating a meeting of all research and development centers and agencies in the Zone to explore the need for an overall coordinating body.
Tourism Growth in Conferences/Events	6.4.1a	Building on existing initiatives, CCDA will work with existing conference promoters to research and target conferences and particularly those groups which are comprised of >natural tourists≅.
	6.4.1c	In the area of conference promotion, some of the major hotel chains in the province are pushing for, and are prepared to underwrite the cost of a Conference Bureau to centralize and coordinate promotional activity. CCDA fully endorses this private sector initiative. To supplement this initiative, CCDA will establish either in partnership with the proposed Conference Bureau, other Zones or separately, a Secretariat to support any person or group that is organizing a conference/event for more than 100 people from outside Zone 19. Suggested activities of the secretariat include assisting the bureau with marketing and attracting conferences, providing logistical support in terms of arranging accommodations, entertainment bookings, tours, printing services, etc. The Secretariat will maintain a registry of services available throughout the zone and make this information readily accessible to all.
February, 1998		
Science and Technology and Advanced Technology Industries Application of Science & Technology	6.3.3e	CCDA will host, in collaboration with the new Film Development Agency and NATI=s multi-media subcommittee, a workshop on how multi-media suppliers can provide support to the Province=s emerging film industry.
March, 1998		
Entrepreneurship, Investment and Job Creation Attitude	5.2.1b	Develop and Promote a Positive Profile of the Zone/ Promote success stories.

Goal/Objective	Action Item	Action Item Details
Education and Human Resource Development Human Resources	5.3.2b	CCDA will support career development programs by identifying a minimum of 30 employers, (public/private or third sector) who would take a student (junior or senior high school student) and/or educator for a job shadowing experience and/or a work placement or who would be willing to participate in a speakers= bureau.
Science and Technology and Advanced Technology Industries Organization, Policy and Leadership	6.3.1a	CCDA believes the Provincial government should have a dedicated Cabinet portfolio for Science and Technology to address science and technology policy and promote advanced technologies industries. CCDA proposes the refocussing of the Department of Industry, Trade and Technology mandate to science and technology.
April, 1998		
Integration and Investment Social and Economic Indicators	4.1.2a	CCDA will advance the development of a set of social and economic indicators by collaborating with key social/community organizations, communities and residents to identify indicators, determine priorities and measure progress.
	4.1.2b	CCDA will form a sub-committee to develop knowledge and skills in the development of community-based, effective and sustainable economic and social indicators to determine the progress of Zone 19.
Community Participation, Collaboration and Endorsements Endorsements	5.1.3a	CCDA will develop policy and criteria to guide the endorsement process of development initiatives. This policy and criteria will be made available to residents of Zone 19.
Education and Human Resource Development Education, Training and Learning	5.3.3a	CCDA will facilitate a public information session on Prior Learning Assessment during the 1997-98 school year.
Export Development and Interntaionalization Information and Awareness	6.1.1b	CCDA, in partnership with government and industry, will develop an awareness campaign for local business and potential businesses of the services and tools available to assist them in availing of export opportunities.
Science and Technology and Advanced Technology Industries Awareness - Building the Science Culture	6.3.2a	CCDA will, through its Science and Technology Council develop mechanisms to create awareness and build the science culture. Potential activities include: < a Ascience challenge for teachers≅ which will seek to upgrade skills in the K-12 system; < research and inventory science and technology resource materials for school programs; < endorse and promote science camps and science fairs and recruit national programs to the Zone, such as the Connaught Laboratories Biotech Student Fair; < endorse and promote enrichment programs such as the Shad Valley Program which provides an entrepreneurial program and work experience for high school students exhibiting leadership qualities and high achievement in science; < establish a CCDA Science and Technology Council awards program for teachers, students and technology entrepreneurs; < secure funding from the federal and provincial governments to assemble information and to develop dissemination models in relation to career opportunities in Science and Technology and advanced technologies industries. CCDA supports organizations in their development of speakers program for schools that mobilizes volunteers drawn from Science and Technology professionals and technology entrepreneurs in the Zone. This Speakers Program is a subset of the Speakers Bureau identified in 5.3.2b - Education and Human Resource Development;

Goal/Objective	Action Item	Action Item Details
		< establish a complete database of science and technology human resources throughout the education system including primary, elementary, secondary and post-secondary in both the private and public sectors and in research centers and government labs in the Zone. This could be done by merging existing databanks; and < organize inventors forums in cooperation with the Waterloo Innovation Centre.
April, 1998 (cont=d)		
Tourism		
Growth in Conferences/Events	6.4.1b	CCDA will work with and provide support for municipalities in developing sport tourism initiatives that will market the area as a prime destination for national sporting events.
June, 1998		
Community Participation, Collaboration and Endorsements		
Community Participation	5.1.1b	CCDA will support training/leadership development initiatives which strengthen voluntarism and community involvement.
	5.1.1c	CCDA will actively support links/partnerships among individuals and agencies within Zone 19 whose focus is developing community involvement.
Collaboration	5.1.2b	CCDA will seek to partner with industry associations, such as the Alliance for Manufacturers and Exporters of Newfoundland and Labrador, Newfoundland Environmental Industry and Newfoundland Ocean Industries Association, to collaborate on initiatives designed to help these industries grow and expand.
Export Development and Interntaionalization		
Information and Awareness	6.1.1c	CCDA will sponsor a Abrown bag≅ luncheon series for businesses and potential businesses who are interested in learning about export opportunities, cultural considerations etc whereby individuals and/or businesses with export experience elaborate on their experience in the global marketplace.
Education Services Sector	6.1.5a	CCDA will work with the Provincial Advisory Committee for Education Export (PACEE) to raise awareness of the potential growth of the educational services sector by hosting public information sessions on the PACEE Report - Exporting Educational Products and Services.
Science and Technology and Advanced Technology Industries		
Application of Science & Technology	6.3.3c	CCDA will, in collaboration with the GIS sub-committee of Newfoundland Alliance of Technical Industries (NATI), host a workshop with all municipalities in the Zone, the appropriate provincial government departments and the major utilities in the Zone to secure a commitment to build a Auniform GIS system≅ to be used by all parties and to be supplied by GIS companies in the Zone.
Access to Managerial Expertise	6.3.5b	CCDA will lobby Atlantic Canada Opportunities Agency and Human Resources Development Canada to revise their funding support programs to provide assistance to advanced technology firms seeking to hire experienced senior management. The contribution percentage and the maximum level of remuneration must be sufficiently high to permit the attraction of world class managers.
Tourism		
Growth in Conferences/Events	6.4.1e	CCDA will facilitate a workshop/forum for >Champions≅ in the Province that have organized or are potential organizers of conferences/events in Zone 19. The workshops will discuss issues involved in staging events of this type and address possible avenues of support and mechanisms for securing association/organization approval. It will help Achampions≅ develop the skills required to Asell≅ their organization on Zone 19 as the optimum conference site.
July, 1998		
Entrepreneurship, Investment and Job Creation		
Job Creation	5.2.6a	CCDA will explore and consider the experience of other jurisdictions to determine an appropriate structure to assist job creation.

Goal/Objective	Action Item	Action Item Details
September, 1998		
Integration and Investment		
Social and Economic Indicators	4.1.2c	CCDA=s sub-committee will support or sponsor necessary research, training and group facilitation to assist local communities, groups and citizens to identify key indicators.
Entrepreneurship, Investment and Job Creation		
Entrepreneurship	5.2.2a	CCDA will facilitate a roundtable discussion of educational institutions and government representatives to discuss how to incorporate entrepreneurship, international trade and business-oriented courses in all disciplines throughout the education system.
Business-Friendly Environment	5.2.3c	CCDA will profile the resources and capabilities of the communities within the Zone to access information on business development issues such as: how to investigate, develop and operate a business; general research, types of assistance programs; opportunities identification; and Internet and e-mail access. A roundtable discussion will be facilitated between government and communities to develop an action plan to address any deficiencies.
Job Creation	5.2.6b	CCDA will lobby the Provincial Government to establish a mechanism that would involve key stakeholders during the negotiation phase of major contracts.
Headquarters		
Promotion	6.2.1a	CCDA, in cooperation with industry, governments, communities, third sector and individuals, will facilitate the development of a series of community indicators designed to showcase the merits of the Zone in comparison to other jurisdictions. The indicators will build on the recent study completed by KPMG which examined and ranked Canadian, American and European cities according to an established set of criteria.
Science and Technology and Advanced Technology Industries		
Organization, Policy and Leadership	6.3.1c	CCDA will lobby school boards in the Zone to establish standing committees on the integration of technology into the curriculum of the schools.
	6.3.1d	CCDA will identify three other regions which can be used to benchmark the Zone=s progress in Science and Technology and growth in advanced technologies industries. Possible benchmark locations include Halifax, Dublin and Vancouver. Funding will be sought from federal and provincial sources to underwrite the cost of the benchmarking exercise.
Application of Science & Technology	6.3.3a	CCDA will lobby the health care sector to extend its Amodel user≅ program and privatization initiatives for the information technology sector to include the biotechnology and environmental technology sectors. The model user program is one where government underwrites the cost of a pilot project to develop a technology which can subsequently be sold to other provincial, national and international customers.
Image Building and Investment Prospecting	6.3.4a	CCDA will lobby the Provincial Government to develop a comprehensive communications plan and brochures to: < highlight the science culture emerging in the Zone; < to showcase the Science and Technology facilities and human expertise resident in the Zone; < to exhibit the excellent education infrastructure in the Zone and the availability of an educated workforce; and < to celebrate the success stories of our advanced technologies industries. This initiative is linked with the Entrepreneurship and Investment Goal, in particular, 5.2.1b which addresses attitudes.
October, 1998		
Science and Technology and Advanced Technology Industries		
Image Building and Investment Prospecting	6.3.4b	CCDA will seek to partner with the Provincial Government to encourage Science and Technology investment into the Zone by: i) the federal government X Department of Fisheries and Oceans, Department of Forestry, National Research Council, etc. ii) the Pharmaceutical Manufacturers Association of Canada (PMAC) members trading on the Bill C-91 requirement for enhanced research and development spending in Canada.

Goal/Objective	Action Item	Action Item Details
	6.3.4c	CCDA will seek to partner with the Provincial Government to target investment promotion activities at: i) International biotechnology companies, ii) International marine communications companies, and iii) International environmental technology companies.
November, 1998		
Entrepreneurship, Investment and Job Creation		
Investment	5.2.5b	Facilitate a roundtable discussion among potential investors and those seeking investment to discuss realistic expectations of both parties concerning the conditions potential investors may require for investing and the terms those seeking investment are willing to accept.
Tourism		
Integrated Attractions	6.4.2a	CCDA will host a workshop on the economic potential of community events being integrated into conferences. This will be a follow-up session to the workshop for organizers/champions (6.4.1d) and will target community leaders, but will seek to bring back the Conference Champions and existing private and public sector organizers of conferences, including the major hotels.
December, 1998		
Education and Human Resource Development		
Human Resources	5.3.2e	CCDA will work with educators and community groups to host public information sessions on labour market information and its implications for education and training programs, after which focus group workshops will be held to address priority issues in the further development of realistic career planning.
Curriculum	6.1.3a	CCDA will coordinate international business days for entrepreneurship, technology and other education programs as appropriate.
	6.1.3b	CDA will establish an Achiever=s International Pilot Project between a secondary school in Zone 19 and another country, for example Scotland.
Headquarters		
Promotion	6.2.1b	CCDA will facilitate a roundtable discussion with the various sectors - public, private and third - to develop action plans for promoting strategic sectors as well as increasing sector involvement, particularly Tourism, in the promotion of the Zone as a centre for business development and a headquarters location. Activities could include the development of educational and promotional materials, with distribution to those organizations with national and international affiliations as well as local hotels and tourism companies.
Science and Technology and Advanced Technology Industries		
Access to Managerial Expertise	6.3.5a	CCDA acknowledges and endorses the initiatives such as the GENESIS Centre and Operation MENTOR of Operation ONLINE which seeks to establish a network of mentors (largely ex-Newfoundlanders) through the information highway. Both initiatives seek mentors that have an allegiance to Newfoundland and have established or managed high-tech businesses nationally or internationally. CCDA will enlarge upon these initiatives and will build a database of volunteer mentors (locally, nationally and internationally), who will assist entrepreneurs in the Zone to establish successful, internationally competitive enterprises. CCDA will assist existing industry associations to perform the matchmaking role by providing access to the databank.
January, 1999		
Entrepreneurship, Investment and Job Creation		
Attitude	5.2.1a	Undertake a climate survey in the zone to identify attitudinal concerns and use results as a benchmark for attitudinal initiatives.
Entrepreneurship	5.2.2c	CCDA will support initiatives to explore the social economy and the third sector as valid creators of long-term, wealth-generating employment.
Business-Friendly Environment	5.2.3b	CCDA will profile the delivery of federal, provincial, municipal, educational and community business support programs in the Zone

Goal/Objective	Action Item	Action Item Details
		to determine the potential for harmonization and coordination.
Investment	5.2.5d	CCDA will profile the types of and access to management training within the Zone. CCDA will facilitate a roundtable discussion between private and public sectors to discuss the profile, identify any gaps, and propose new training and/or mechanisms for enhanced access to existing training programs if necessary.
Education and Human Resource Development		
Human Resources	5.3.2c	CCDA will support the establishment of an AAsk A.......≡ Program during the 1998-99 school year on the Partnerships In Education Advisory Committee=s database by identifying 20 business/labour representatives that would be prepared to answer questions via e-mail relating to our sector priorities from students at all levels of the secondary school system (including both junior and senior high school).
Export Development and Interntaionalization		
Support Free-Trade Initiatives	6.1.4a 6.1.4b	CCDA, in partnership with other agencies, will facilitate free trade developments in the Zone. As identified through independent reports and studies, CCDA will lobby in support of policy directions which will result in enhanced trade for the Zone.
Science and Technology and Advanced Technology Industries		
Application of Science & Technology	6.3.3b	CCDA will lobby the federal, provincial and municipal governments to use the clean-up of the St. John=s Harbour as a model user. CCDA will partner with government in seeking funding from international foundations and the private sector to proceed. Local environmental companies will be encouraged to develop or license leading edge technologies to solve the clean-up problem. The Zone should position itself to provide harbour clean-up services to the world throughout the next century.
March, 1999		
Entrepreneurship, Investment and Job Creation		
Entrepreneurship	5.2.2b	In consultation with community stakeholders, CCDA will prepare a brief that will encourage the Provincial Government to adopt a policy that encourages and provides incentives to provincial educational institutions, (including both the school system and post-secondary institutions) - to make their resources and services available to the community and business. A win-win situation must be created for all parties. This activity is also referenced under 5.3 - Education, in particular, 5.3.3c.
Investment	5.2.5c	Work with partners in developing a minimum of one networking session for investors and those seeking an investor. A database of potential investors and those seeking an investment will be developed.
Education and Human Resource Development		
Shared Responsibilities	5.3.1c	CCDA will host a workshop to support the maximum utilization of community resources in developing a variety of early intervention strategies to address the needs of children Aat risk≡ (Teachers on Wheels). This activity is linked to other initiatives addressing utilization of community resources, namely 5.2.2b and 5.3.3c.
Education, Training and Learning	5.3.3c	CCDA will host a round table discussion on how best to maximize the resources of our schools and educational institutions to benefit all community stakeholders. This activity is also a component of investment and entrepreneurship, in particular, 5.2.2b.
Headquarters		
Promotion	6.2.1c	CCDA will, in partnership with the public, private and third sectors, compile a list of target headquarter companies that could be attracted to the Zone, develop specific Apackages≡ to attract the individual companies, and become part of the team to negotiate the establishment of heads offices.
Tourism		
Integrated Attratcions	6.4.2b	CCDA will lobby Human Resource Development Canada to establish a program initiative to support the hiring of MBA students and Co-op Business Administration students from Memorial University as well as business students from the College of the North Atlantic and the private schools in the Zone to develop comprehensive business plans for community groups interested in establishing an integrated event in their community.
April, 1999		

Goal/Objective	Action Item	Action Item Details
Entrepreneurship, Investment and Job Creation		
Business-Friendly Environment	5.2.3a	The Province as well as a number of local governments are streamlining regulations. CCDA will facilitate a roundtable discussion of governments and zone residents to discuss issues surrounding streamlining of regulations.
Investment	5.2.5a	CCDA will profile the availability and uptake of investment capital in the Zone, subsequently identifying any gaps in availability and any other deficiencies. Alternative mechanisms, such as community bonds and personal tax incentives, that will increase the availability of investment, particularly for those business start-ups and expansions that are seeking only small amounts of capital investment, will be examined. A roundtable discussion will be facilitated with stakeholders to develop an action plan to address any deficiencies and alternative mechanisms.
June, 1999		
Community Participation, Collaboration and Endorsements		
Community Participation	5.1.1d	The CCDA will establish and promote an Awards Program recognizing significant achievements in the areas related to the goals and objectives of our Strategic Development Plan.
Export Development and Interntaionalization		
Information and Awareness	6.1.1d	CCDA will develop a directory of ex-patriot residents of Zone 19 willing to act as ambassadors to current businesses/potential businesses of Zone 19 interested in developing their export potential.
Education Services Sector	6.1.5b	CCDA will initiate discussion with representatives from the Elder Hostel Program to implement strategies to increase participation in this program and to explore the associated tourism potential.
Science and Technology and Advanced Technology Industries		
Application of Science & Technology	6.3.3g	CCDA will host a workshop on TeleWork to identify it=s potential for development, including the roles of the various stakeholders such as communities, labour and governments. The results of the workshop can be incorporated into the examination of alternative forms of employment as identified in 4.1.3c - Investment in People.
Access to Managerial Expertise	6.3.5c	CCDA in collaboration with industry associations will sponsor workshops to provide technology training for non-scientists (biotechnology, environmental technologies and information technologies) as well as business training for scientists and technologists.
Infrastructure	6.3.7a	CCDA will work with post-secondary institutions and government officials to identify an appropriate area for a AResearch Park≅ and to secure zoning protection for the appropriate area. A detailed development plan will then be commissioned and a campaign commenced to seek funding support for the development. This proposed park should be highlighted in the Investment promotion campaign discussed earlier.
Tourism		
Growth in Conferences/Events	6.4.1d	CCDA will investigate the feasibility of establishing an incentive program to assist a community or private sector champion to bring a conference/event to the Zone. Upon completion, CCDA will facilitate a round table discussion between public and private/community sectors to develop an action plan.
September, 1999		
Entrepreneurship, Investment and Job Creation		
Quality	5.2.4a	CCDA will facilitate a round-table discussion with the various sectors and quality experts, such as the National Quality Institute, to enhance the understanding of quality principles and identify mechanisms for incorporating these into an organization.
	5.2.4b	CCDA will, in consultation with stakeholders, develop a database on international standards of excellence, including contacts, and promote the same to all sectors in the Zone through the newsletter.
Education and Human Resource Development		

Goal/Objective	Action Item	Action Item Details
Human Resources	5.3.2d	CCDA will facilitate the development of a program encouraging public-private sector exchanges. As an example, CCDA will support the development of programs that would provide educators with temporary work placements with employers (public, private and third sector) to increase their understanding and collaboration between education and the economy as well as provide opportunities to upgrade specific skills and enhance in-school curriculum to reflect current and future labour market conditions. Also included will be the facilitation of international teacher internship programs for secondary and post-secondary programs. This activity is a component of a Public-Private Sector Exchange Program discussed under Goal 2: Entrepreneurship and Investment, in particular, 5.2.1d and Goal 4: Export Development and Internationalization, 6.1.3c.
Education, Training and Learning	5.3.3b	CCDA will work with senior representatives from the secondary (which includes both junior and high schools) and post-secondary system on how best to proceed with making more effective linkages between programs at similar and different levels.
Export Development and Internationalization		
Curriculum	6.1.3c	CCDA will facilitate international teacher internship programs for secondary and post-secondary educators. This activity is a component of the Temporary Work Placement Action under Education, in particular. 5.3.2d.
Science and Technology and Advanced Technology Industries		
Access to Capital	6.3.6a	CCDA will lobby the provincial government to enact a tax credit for labour-sponsored venture funds which are targeted at advanced technologies industries, such as the Canadian Medical Discoveries Fund and the New Venture fund of Natural Sciences, Engineering Research Council.
	6.3.6b	CCDA will lobby the chartered banks to establish in the Zone knowledge-based industries funds comparable to those set up in other areas of Canada. Funds will be sought for biotechnology, information technologies and environmental technologies as well as youth entrepreneurship funds for all knowledge-based industries.
	6.3.6c	Lobby the Credit Unions and related organizations to set up in the Zone an alliance funding program for knowledge-based industries as they have done in other areas of Canada.
Tourism		
Long-Term Infrastructure	6.4.4a	CCDA will seek to mobilize volunteers from the zone=s Aplanning fraternity≅ (architects, engineers, municipal planners, etc) to help conceptualize key infrastructure initiatives. Suggestions include: - the park concept on the southside hills and the associated hillside development (former Sohilco initiative), - a tourist harbour development at the pilot boat pier next to Harvey=s wharf. This could include properties on either side of the War Memorial and Water Street up to Temperance Street, which might entail closing and embedding the Hill O= Chips into the development.
October, 1999		
Tourism		
Integrated Attractions	6.4.2c	CCDA, through the Conference Secretariat/Conference Bureau, will establish a brochure/planning guide to all community events for distribution to conference organizers/champions to facilitate booking of community events. It will also set up this information on the CCDA web-site.
December, 1999		
Export Development and Internationalization		
Information and Awareness	6.1.1a	CCDA will work with partners to ensure a Azonal≅ presence is established at all trade shows/exhibitions in the Zone that have a national and/or international focus.
January, 2000		

Goal/Objective	Action Item	Action Item Details
Export Development and Interntaionalization		
Information and Awareness	6.1.1e	CCDA will develop a database to track export activity in Zone 19 to measure progress in enhancing exports and stimulate awareness of export potential.
Memorandum of Understanding	6.1.2a	CCDA will commission a study to define the characteristics and attributes of Zone 19 and develop a list of potential complementary regions with which the CCDA could establish an MOU, such as Zone 19 and Dublin.
Education Services Sector	6.1.5c	CCDA will host a conference focusing upon entrepreneurial educational opportunities (i.e. edu-tourism, foreign students, cross cultural studies) and marketing initiatives designed to enhance the export of educational products and services.
Science and Technology and Advanced Technology Industries		
Application of Science & Technology	6.3.3d	CCDA will host a workshop with members of the Health Care Corporation, Telemedicine/TETRA, the School Boards and the Chair of Tele-Education at Memorial to develop a strategic plan by which the Zone can supply medical and educational services through the information highway to the rest of the Province and to subsequently pursue national and international markets. This workshop will build on initiatives within the Education Services Sector, in particular, 6.1.5c.
March, 2000		
Science and Technology and Advanced Technology Industries		
Application of Science & Technology	6.3.3f	CCDA will host a workshop with NATI on the development and delivery of multi-media learning materials to lifelong learners -- locally, nationally and internationally.
June, 2000		
Export Development and Internationalization		
Support Free-Trade Initiatives	6.1.4c	CCDA will work with and support industry groups in the examination of issues particular to export development such as: < transportation; and < national and international marketing of Newfoundland products and services.

Appendix G
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